

# **Stokes Partnership for Children, Inc. Strategic Plan**



**July 1, 2006 – June 30, 2009**

2006-2009 Strategic Plan for Stokes Partnership for Children, Inc.

<b>I. Board of Directors:</b> <b>Current Reality</b> (Please answer each question below.)	<b>Action Area</b> (What areas of improvement have you identified that need to be addressed?)	<b>Strategies</b>	<b>By Whom or With Whom?</b> (Who needs to be involved?)	<b>By When?</b> (Note specific date, Ex: 2/06)
1) Which of the following does your orientation of new board members include (check all that apply): <input checked="" type="checkbox"/> Orientation Manual <input type="checkbox"/> Site visits to funded projects <input checked="" type="checkbox"/> Discussion with ED of partnership responsibilities/mandates <input type="checkbox"/> Mentoring by a current board member <input checked="" type="checkbox"/> Discussion with board chair of board responsibility <input type="checkbox"/> Other (specify) _____	<ul style="list-style-type: none"> <li>Board orientations need to be held annually.</li> <li>The Orientation Manual needs to be kept up-to-date.</li> <li>Board members need to be offered more opportunities for one-on-one discussions with the ED and board chair regarding the mission of the partnership.</li> <li>Board members should be provided more opportunities for training beyond the initial board orientation.</li> </ul>	<ul style="list-style-type: none"> <li>Make it a part of SPC's annual calendar to offer an orientation and to update the Orientation Manual.</li> <li>Include in the orientation the opportunity to meet one-on-one with the ED and board chair.</li> <li>Offer on-going training to board members. Encourage attendance at the annual Smart Start Conference.</li> </ul>	ED, Staff, Executive Committee, Board	Ongoing
2) Your board does the following effectively: (check all that apply) <input type="checkbox"/> Engages parents in the decision-making process who use or have used health and human services provided by the community <input checked="" type="checkbox"/> Delegates responsibility to the appropriate board committees <input checked="" type="checkbox"/> Plans and makes decisions based on county specific data <input checked="" type="checkbox"/> Follows a process to avoid conflicts of interest among board	<ul style="list-style-type: none"> <li>Recruiting and retaining board members serving in the capacity of "parents" has been a real challenge for SPC. There needs to be a means to help them navigate through the complicated "language" often used during a board meeting and/or find a means to keep them interested and driven to become more involved.</li> </ul>	<ul style="list-style-type: none"> <li>Explore changing the time of the board meetings at least quarterly to increase convenience for parents.</li> <li>Change locations of meetings to different parts of the county.</li> <li>Offer opportunities for active involvement at board meetings to increase interest.</li> <li>Recognize and award attendance.</li> <li>Get parents involved on other</li> </ul>	ED, Staff, Board	Ongoing

<p>members</p> <p>3) Do you currently implement a succession plan for the members of your board? (Yes or No?) <b>Yes</b></p> <p>4) Which of the following would describe your board's decision-making process:  <input type="checkbox"/> There is no clear consistent method for making decisions.  <input type="checkbox"/> The full board makes decisions with little or no input from other partnership committee members or those involved in partnership committee activities.  <input checked="" type="checkbox"/> Decisions are made with input from all sectors of the community and every level associated with the partnership, including board, staff and direct service providers.  <input checked="" type="checkbox"/> A process for strategic planning and decision-making has been developed, and implemented by the Board and includes parents as viable participants.</p> <p>5) Does your board reflect a diverse ethnic population, consistent with the wider community being served? <i>Somewhat</i></p>	<ul style="list-style-type: none"> <li>• Continue to keep up with board terms</li> <li>• Once again, recruiting parents presents a real challenge.</li> <li>• Increase opportunities for programs to share successes at board and committee meetings.</li> <li>• Increase attendance and participation of board members.</li> <li>• Expand membership of SPC Committees.</li> <li>• Improvement is needed to include more members of the ethnic population.</li> </ul>	<p>levels.</p> <ul style="list-style-type: none"> <li>• Offer child care/travel stipends</li> <li>• Keep up to date charts listing all board members, their terms and their affiliation.</li> <li>• See above for recruiting parents</li> <li>• Include this as agenda items during board and committee meetings.</li> <li>• Search for opportunities for board members to “share the passion.”</li> <li>• Offer opportunity for active involvement at board meetings to increase interest.</li> <li>• Define what the board composition should be based on the ethnicity of the county.</li> </ul>	<p>ED, Administrative Assistant, Executive Committee and Board</p> <p>Board Chair, ED, Executive Committee, Board, Strategic Planning Committee</p> <p>Nominations Committee, ED, Board</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
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<p>6) Do you have strategies for strengthening board development as a whole? Yes</p>	<ul style="list-style-type: none"> <li>• Increase board involvement through advocacy</li> <li>• Increase diversity of the board</li> <li>• Offer opportunities for programs to share successes at board meetings</li> <li>• Increase the attendance and participation of board members</li> <li>• Expand visibility in all parts of county and all types of business</li> </ul>	<ul style="list-style-type: none"> <li>• Create a Speaker's Bureau</li> <li>• Provide Talking Points and Power Point to use</li> <li>• Provide training to board members</li> <li>• Search opportunities for them to "share the passion"</li> <li>• Offer a child care tour</li> <li>• Change time of board meetings at least quarterly to increase convenience for families and children</li> <li>• Change location of meetings to different parts of county</li> <li>• Feature a program success at each board meeting</li> <li>• Offer opportunities for active involvement at board meetings to increase interest</li> <li>• Recognize/reward attendance</li> </ul>	<p>Board, Executive Committee, ED</p>	<p>Ongoing</p>
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**II. Family Involvement/Family Participation:**

<p><b>Current Reality</b> (Please answer each question below.)</p>	<p><b>Action Area</b> (What areas of improvement have you identified that need to be addressed?)</p>	<p><b>Strategies</b></p>	<p><b>By Whom or With Whom?</b> (Who needs to be involved?)</p>	<p><b>By When?</b> (Note specific date, Ex: 2/06)</p>
<p>1) What are your strategies to recruit, fully engage and support parent representatives on your board? <i>No written strategies exist. However, parent representatives are recruited through SPC in-house programs</i></p>	<ul style="list-style-type: none"> <li>• Increase participation and support of board members.</li> <li>• Increasing accessibility</li> <li>• SPC needs to increase public awareness such as with the outreach video and involvement opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• To promote accessibility, the board meetings need to be changed to different parts of the county.</li> <li>• Explore changing the time of the board meetings at least quarterly to increase convenience for</li> </ul>	<p>ED, Board &amp; Staff</p>	<p>6-30-09</p>

<p><i>(i.e.: Stokes Family Support Network – parents of children with special needs.) Direct Service Providers are asked for assistance in providing parent representatives and the Board is asked to nominate parents to serve.</i></p> <p>2) Does your partnership ensure that parent and family involvement is fully integrated throughout all Smart Start funded activities? Yes</p>	<ul style="list-style-type: none"> <li>As the Evaluation/Allocation Committee reviews RFP's they should evaluate how each DSP includes family involvement. This committee should look at ways to support DSP's to meet this goal.</li> <li>Strengthen the impact that programs have on parents and families and show more direct involvement.</li> </ul>	<ul style="list-style-type: none"> <li>Offer opportunities for active involvement at board meetings to increase interest.</li> <li>Recognize and award attendance.</li> <li>Provide stipend for child care and travel expenses</li> <li>Board member mentoring</li> <li>Continue to make this action area a part of the funding allocation process and include this as a question in SPC's RFP packet.</li> </ul>	<p>Executive Director, Staff, Board, DSP's</p>	<p>Ongoing</p>
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**III. Human Resources:**

<p><b>Current Reality</b> (Please answer each question below.)</p>	<p><b>Action Area</b> (What areas of improvement have you identified that need to be addressed?)</p>	<p><b>Strategies</b></p>	<p><b>By Whom or With Whom?</b> (Who needs to be involved?)</p>	<p><b>By When?</b> (Note specific date, Ex: 2/06)</p>
<p>1) What challenges does your partnership face in staffing: (check all that apply)</p> <p><input checked="" type="checkbox"/> Retaining qualified staff</p>	<ul style="list-style-type: none"> <li>Make staff salaries more competitive.</li> <li>Continue to monitor practices to be an employee-friendly work</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a complete salary study, leading to development of improved job descriptions and salary ranges</li> </ul>	<p>Outside expert, Human Resources/Policies and Procedures Committee, ED &amp; Board</p>	<p>Salary Study completed prior to July 1, 2006 Ongoing</p>

<input checked="" type="checkbox"/> Recruiting qualified staff <input type="checkbox"/> Handling the partnership's programmatic and fiscal responsibilities with current staff	<p>place</p> <ul style="list-style-type: none"> <li>Recognize staff accomplishments</li> <li>Offer staff professional development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Institute a flexible work schedule</li> <li>Investigate the use of a team performance review instead of a top-down review only</li> <li>Link staff professional development to performance evaluation</li> <li>Provide opportunities for staff to share successes with Board</li> <li>Continue to offer bonuses when appropriate and feasible, including longevity bonuses</li> <li>Review current compensation for staff professional development. Consider awarding staff bonuses when staff achieves higher educational levels.</li> </ul>	<p>Human Resources/Policies and Procedures Committee, ED, Staff and Board</p>	<p>Ongoing</p>
<p>2) Do you currently have effective personnel policies and procedures in place? If yes, when were these policies and procedures last reviewed and updated? Yes, 11/04</p>	<ul style="list-style-type: none"> <li>Continue to revise as needed</li> </ul>	<ul style="list-style-type: none"> <li>Continue to make this a priority of the Human Resources/Policies and Procedures Committee</li> </ul>	<p>Human Resources/Policies and Procedures Committee, ED, Staff and Board</p>	<p>Ongoing</p>

**IV. Staff Development:**

<b>Current Reality</b> (Please answer each question below.)	<b>Action Area</b> (What areas of improvement have you identified that need to be addressed?)	<b>Strategies</b>	<b>By Whom or With Whom?</b> (Who needs to be involved?)	<b>By When?</b> (Note specific date, Ex: 2/06)
<p>1) Does the board conduct an orientation for new staff? No, policies and procedures delegate this task to ED</p>	<ul style="list-style-type: none"> <li>Staff members currently attend a board meeting as part of their orientation as a new hire. We should create a means to</li> </ul>	<ul style="list-style-type: none"> <li>The Executive Committee should assist the ED in exploring ideas for board members to participate in new hire</li> </ul>	<p>ED, Executive Committee, Board</p>	<p>6-30-07</p>

<p>2) Does your partnership provide cross-training for key staff positions, i.e., executive director, program coordinator, fiscal/contracts coordinator, evaluation? <i>Sometimes</i></p> <p>3) Do staff members need technical assistance to foster higher job performance? In what areas? <i>Yes, in all areas</i></p> <p>4) Do staff members need training to foster personal and/or professional growth? In what areas? <i>Yes, in all areas</i></p> <p>5) Does your partnership provide resources to support these activities? <i>Yes</i></p> <p>6) Are resources available within the community to address these needs? If so, can staff development</p>	<p>engage them more in the "workings" of the board of directors.</p> <ul style="list-style-type: none"> <li>Occasionally, staff will provide cross-training during a staff meeting. This should be done more often.</li> <li>Provide staff with more opportunities.</li> <li>Provide staff with more opportunities.</li> <li>Continue to ensure adequate funding is provided</li> <li>Become more aware of resources that are available in the county.</li> </ul>	<ul style="list-style-type: none"> <li>orientation.</li> <li>Continue holding an annual board/staff retreat</li> <li>Staff members rotate attending board meetings, sharing successes and updating board members on programs. This is also an opportunity for staff to have a better understanding of the function of the board.</li> <li>Discuss ideas to carry this out during upcoming monthly staff meetings.</li> <li>Identify needs of staff during staff meetings and individual staff conferences.</li> <li>Try to ensure that adequate funding is available.</li> <li>Identify needs of staff during staff meetings and individual staff conferences.</li> <li>Try to ensure that adequate funding is available.</li> <li>Consider needs when planning annual budgets and during the allocation process.</li> <li>Identify the needs of staff</li> <li>After identifying the need,</li> </ul>	<p>Staff, ED</p> <p>Staff, ED, CCR&amp;R Coordinator, and Board</p> <p>Staff, ED, CCR&amp;R Coordinator, and Board</p> <p>Staff, ED, CCR&amp;R Coordinator, and Board</p> <p>Staff, ED, CCR&amp;R Coordinator, and Board</p>	<p>Ongoing</p> <p>Initial assessment by 12-31-06 and then Ongoing</p> <p>Initial assessment by 12-31-06 and then Ongoing</p> <p>Ongoing</p> <p>Initial assessment by 12-31-06 and then Ongoing</p>
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<p>resources be obtained as an in-kind contribution to the partnership? <i>Limited resources within the community</i></p>		<p>Contact potential agencies that might best provide such resources, such as Forsyth Tech, to determine if they can help meet the need.</p>		
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**V. Financial & Contracts Management:**

<p><b>Current Reality</b> (Please answer each question below.)</p>	<p><b>Action Area</b> (What areas of improvement have you identified that need to be addressed?)</p>	<p><b>Strategies</b></p>	<p><b>By Whom or With Whom?</b> (Who needs to be involved?)</p>	<p><b>By When?</b> (Note specific date, Ex: 2/06)</p>
<p>1) What percentage of your combined administration and services allocation did you revert to the last fiscal year (FY 2004-2005)?  <input type="checkbox"/> We did not revert any money  <input checked="" type="checkbox"/> Less than 1%  <input type="checkbox"/> 1-4.9%  <input type="checkbox"/> 5-14.9%  <input type="checkbox"/> 15% or more</p>	<ul style="list-style-type: none"> <li>We reverted \$8,099.77 for 04/05 at year-end. Prior to that point we had reverted \$8,700.00.</li> </ul>	<ul style="list-style-type: none"> <li>Carefully, watch DSP and in-house spending year round.</li> </ul>	<p>Finance Manager, ED, staff, board</p>	<p>Ongoing</p>
<p>2) Does your partnership have written, board approved policies and procedures for fiscal and contract management? If so, when were your policies and procedures last reviewed and updated? Yes, FY 04-05</p>	<ul style="list-style-type: none"> <li>Continue to update annually or more often as needed</li> </ul>	<ul style="list-style-type: none"> <li>Keep abreast of any changes NPCPC may make to their policies and procedures to see if these changes may impact SPC's policies and procedures.</li> <li>Keep informed of legislative mandates</li> </ul>	<p>Finance Manager, ED, staff, board</p>	<p>Ongoing</p>
<p>3) Did you partnership have audit findings? No</p>	<ul style="list-style-type: none"> <li>Continue to strive for fiscal accountability.</li> </ul>	<ul style="list-style-type: none"> <li>Carefully follow SPC's policies and procedures.</li> <li>Train staff on policies and procedures</li> </ul>	<p>Finance Manager, ED, staff, board</p>	<p>Train staff by 12-31-07 and then Ongoing</p>

		<ul style="list-style-type: none"> <li>Keep policies and procedures updated</li> <li>Keep abreast of legislative mandates</li> </ul>		
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**VI. Resource Development:**

<b>Current Reality</b> (Please answer each question below.)	<b>Action Area</b> (What areas of improvement have you identified that need to be addressed?)	<b>Strategies</b>	<b>By Whom or With Whom?</b> (Who needs to be involved?)	<b>By When?</b> (Note specific date, Ex: 2/06)
1) Does your partnership have a resource development plan in place? Yes	<ul style="list-style-type: none"> <li>Continue to utilize Community Awareness and Outreach Plan</li> <li>SPC is in the process of creating informational video that will give the community a better understanding of what Stokes Partnership for Children is about.</li> </ul>	<ul style="list-style-type: none"> <li>Review Community Awareness and Outreach Plan on a regular basis.</li> </ul>	SPC staff, Board of Directors, Committee members, local businesses, local service programs, Individuals in the County, and local Religious organizations.	Ongoing Ongoing
2) Is your partnership able to fund all the services that you would like to fund? <i>No</i>	<ul style="list-style-type: none"> <li>Research and seek other funding sources.</li> </ul>	<ul style="list-style-type: none"> <li>Continue work of Development/Public Relations Committee</li> <li>Reference Community Awareness and Outreach Plan</li> </ul>	ED, Staff, Development/Public Relations Committee and Board	On-going
3) How many of these other funding sources does your partnership currently have: <input checked="" type="checkbox"/> Federal <input checked="" type="checkbox"/> State (non-Smart Start) <input type="checkbox"/> Local government <input type="checkbox"/> Private corporate grant <input type="checkbox"/> Private foundation grant <input checked="" type="checkbox"/> Private sector grant (through NCPG)				

<input checked="" type="checkbox"/> Community donations <input type="checkbox"/> Other (specify) _____			
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**VII. Program Development:**

Current Reality (Please answer each question below.)	Action Area (What areas of improvement have you identified that need to be addressed?)	Strategies	By Whom or With Whom? (Who needs to be involved?)	By When? (Note specific date, Ex: 2/06)
1) What process does your board currently use to design new programs (please select one)? <input type="checkbox"/> Full Board engages in discussion and makes decisions regarding program development. No committee used. <input type="checkbox"/> Board Committees - committees comprised of only board members work with ideas generated by the board or community members. Committee develops program ideas for full board approval. <input type="checkbox"/> Committees with board & non-board members - committees comprised of board members and others from outside the board develop program ideas for full board approval. <input checked="" type="checkbox"/> RFP/RFA to the community – The board issues a call for proposals or activities under the following conditions: (please select one) <ol style="list-style-type: none"> <li>i. The only criterion for the</li> </ol>	<ul style="list-style-type: none"> <li>• Program Development tends to be stagnant. The same organizations tend to continue with existing programs. There is no competition within existing programs. New programs have not been accepted due to lack of funds to start new activities and the Board chooses to continue to fund existing programs with current Direct Service Providers because there is a proven track record with those organizations. Understandably, the Board is not willing to cut funding to successful, existing programs to fund a new activity with no track record or experience. Also, the Board has been faced with several years of budget cuts and as a result has made cuts to existing programs and would like to restore their funding to</li> </ul>	There is a new focus on Resource Development with the intent to supplement existing funds in order to develop new and enhance existing services.	Staff, Board, Board Committees, Local service organizations, Individuals from the community, Direct Service Providers	Ongoing continuous activity

<p>proposal is that it addresses the needs of children 0-5.</p> <p>ii. Criteria for proposal address a general need, i.e., quality childcare, or teacher education.</p> <p>iii. Criteria for the proposal are specific, i.e., proposal must address the need to decrease the number of children arriving at kindergarten with undiagnosed and/or untreated dental caries.</p> <p>iv. Other (please describe): _____ _____</p>	<p>their original funding levels before beginning new endeavors.</p> <ul style="list-style-type: none"> <li>• Need to identify the individuals that need to be involved with the development of Smart Start services and what the services need to be.</li> </ul>	<ul style="list-style-type: none"> <li>• A needs assessment is currently being planned by the Strategic Planning Committee to address the needs of the community and how Stokes Partnership for Children can be a catalyst for change and improve the lives of young children and their families</li> </ul>	<p>Direct Service Providers, Staff, Board, Professional to conduct Needs Assessment</p>	<p>Complete Needs Assessment by 12-31-06 &amp; Ongoing</p>
<p>2) How do you involve people who benefit from Smart Start services in the design and implementation of those services? <i>Community Representatives along with Board Members and Board Committees discuss ideas.</i></p>				

**VIII. Communications:**

<p><b>Current Reality</b> (Please answer each question below.)</p>	<p><b>Action Area</b> (What areas of improvement have you identified that need to be addressed?)</p>	<p>Strategies</p>	<p><b>By Whom or With Whom?</b> (Who needs to be involved?)</p>	<p><b>By When?</b> (Note specific date, Ex: 2/06)</p>
<p><b>External</b></p> <ul style="list-style-type: none"> <li>▪ Does the partnership have a communications plan? If yes, do you have staff to implement it? <i>Yes-Community Awareness and Outreach Plan</i></li> </ul>	<ul style="list-style-type: none"> <li>• The FY 2005-2006 Community Awareness and Outreach Plan does not detail the logistics of disseminating external information. However, the plan's first objective is to increase community visibility.</li> </ul>	<ul style="list-style-type: none"> <li>• (Please reference FY 2005-2006 Community Awareness and Outreach Plan for detailed information on the following strategy): Continue to produce, revise and update community awareness tools including those that reach the print and broadcast media, the SPC website and other tools used to communicate SPC's Mission.</li> </ul>	<ul style="list-style-type: none"> <li>• ED, Staff, Board</li> </ul>	<p>Ongoing</p>
<ul style="list-style-type: none"> <li>▪ Has negative publicity been a problem in the past or is it a potential concern for the future? Yes</li> </ul> <p><b>Internal</b></p> <ul style="list-style-type: none"> <li>▪ Is the board satisfied with the system of communication to inform them of changes in legislation, policy direction or procedures? Yes</li> <li>▪ Is the staff satisfied with the system of communication to inform them of changes in legislation, policy direction or procedures? Yes</li> </ul>	<ul style="list-style-type: none"> <li>• Need for formal protocol and procedures for handling negative publicity.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop written procedures</li> </ul>	<ul style="list-style-type: none"> <li>• ED, Human Resources/Policies and Procedures Committee, Board</li> </ul>	<p>12-31-06</p>

<ul style="list-style-type: none"> <li>▪ Do you have technology training needs in your partnership? (for example, computers, email, Smart.Net, list serve) Yes</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals needs for technological and professional development are currently being assessed</li> </ul>	<ul style="list-style-type: none"> <li>• Individual needs addressed through staff conferences and Professional Development Needs forms</li> </ul>	<p>Staff, Executive Director</p>	<p>Ongoing</p>
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**IX. Constituency/Community Development:**

<p><b>Current Reality</b> (Please answer each question below.)</p>	<p><b>Action Area</b> (What areas of improvement have you identified that need to be addressed?)</p>	<p>Strategies</p>	<p><b>By Whom or With Whom?</b> (Who needs to be involved?)</p>	<p><b>By When?</b> (Note specific date, Ex: 2/06)</p>
<p>1) What are you doing to increase your community's awareness of early childhood issues and Smart Start funded services?</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Open House</li> <li><input checked="" type="checkbox"/> Radio, TV, Newspaper</li> <li><input checked="" type="checkbox"/> Flyers</li> <li><input checked="" type="checkbox"/> Family Resource Guides</li> <li><input checked="" type="checkbox"/> Community Events</li> <li><input checked="" type="checkbox"/> Other Print Materials</li> <li><input checked="" type="checkbox"/> Child Care Resource and Referral</li> <li><input type="checkbox"/> Speakers' Bureau</li> <li><input checked="" type="checkbox"/> Others (specify) <u>Training.</u></li> </ul> <p>Toll free phone line _____</p>	<ul style="list-style-type: none"> <li>• <b>Increase Community Visibility</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop Partnership calendar of events and activities, explore hiring an outreach and development specialist</li> <li>• Identify staff's role with outreach</li> <li>• Expand and update mailing lists</li> <li>• Update SPC mission statement and brochure</li> <li>• Keep website current</li> <li>• Improve SPC PowerPoint presentation</li> <li>• Establish methods of use of new outreach video</li> <li>• Find way to sustain Y's Start Program</li> <li>• Consider SPC car magnets</li> <li>• Update technology</li> <li>• Improve relationship with local media</li> <li>• Consider placing program and early childhood information in flyer in electric bill</li> </ul>	<p>Board Members, Direct Service Providers, SPC Staff, Community</p>	<p>Ongoing</p>

	<ul style="list-style-type: none"> <li>• <b>Expand community collaboration, involvement, and outreach</b></li> </ul>	<ul style="list-style-type: none"> <li>• Participate with “Smart Start Kids.”</li> <li>• Encourage more community individuals and agencies to become involved.</li> <li>• Establish a goal for the number of presentations to civic and community groups per year</li> <li>• Encourage collaboration with community organizations through service to their boards and committees</li> <li>• Encourage participation from community on SPC board of directors, committees and early childhood committee.</li> <li>• Outreach to area churches</li> <li>• Work with early childhood teachers at the high school level.</li> <li>• Identify legislative and local elected officials contacts and establish relationship</li> <li>• Keep contact information/ mailing lists current</li> <li>• Host a tour of Stokes County featuring Direct Service Providers and Child Care Providers</li> <li>• Encourage more Child Care Providers to participate in Tuesdays for Tots and/or Keep the Promise Day.</li> <li>• Identify key individuals to participate in Partnership activities (i.e. board of directors,</li> </ul>		<p>Ongoing</p>
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<p>2) What strategies is your partnership implementing to identify and address the needs of under-served populations in your community?</p> <p><input checked="" type="checkbox"/> Public Forums  <input checked="" type="checkbox"/> Collaboration  <input checked="" type="checkbox"/> Focus Groups</p>	<ul style="list-style-type: none"> <li>• <b>Increase community financial support</b></li> </ul>	<ul style="list-style-type: none"> <li>• Keep abreast of community affairs and be active in the community.</li> <li>• Develop comprehensive approach to fundraising. (Explore hiring an outreach and development specialist, utilize Economic Impact Study, continue work of Dev. /Public Awareness Committee, and identify target audience.)</li> <li>• Implement approach to fundraising (Identify and establish relationships with corporate leaders, increase fund drive goal by 15 to 25%, set a goal of 100% board and staff giving.)</li> <li>• Increase visibility (see above)</li> <li>• Increase community involvement (see above)</li> <li>• Complete bidding process for Needs Assessment</li> <li>• Staff will continue to be involved and network with other community organizations.</li> <li>• The identification of board and committee members should reflect a diverse portion of the county population in order to</li> </ul>	<p>ED Board Members, SPC Staff</p>	<p>Ongoing</p> <p>Ongoing</p>
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<input checked="" type="checkbox"/> Outside Agency Input <input checked="" type="checkbox"/> Research Available Data <input checked="" type="checkbox"/> Other (specify) <u>Training,</u> <u>Toll free phone line</u>		<p>have a working knowledge of and identification of needs.</p>		
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**X. Strategic Planning:**

<b>Current Reality</b> (Please answer each question below.)	<b>Action Area</b> (What areas of improvement have you identified that need to be addressed?)	<b>Strategies</b>	<b>By Whom or With Whom?</b> (Who needs to be involved?)	<b>By When?</b> (Note specific date, Ex: 2/06)
1) Which of the following would best describe your strategic planning process? <input type="checkbox"/> A small group has developed the plan. <input checked="" type="checkbox"/> A plan has been developed by the Partnership group and is one of several other plans in the county that focus on child and family issues. <input type="checkbox"/> A single, strategic, countywide plan focused on results has been developed using community-wide input and adopted by a broad-based Partnership group. <input type="checkbox"/> A single, strategic, county-wide plan with baseline data, long-term goals and multiple strategies is being implemented through the Partnership and has ownership from both Partnership members and the community at large.	<ul style="list-style-type: none"> <li>• Refine ideas for a revised mission statement, bringing 3 choices to the Board for a final vote.</li> <li>• Have committees or task forces complete goals, objectives, strategies, outcomes, responsibilities, time frames and funding sources for our long range plan, building from the materials emerging from the Board/staff retreat on 5/24/05.</li> <li>• Monitor the Strategic Plan on a regular basis to ensure implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify 5-10 outcomes tied to the goals and objectives of a revised mission statement. Annually report progress of these outcomes to the community.</li> <li>• Committees meet regularly to address specific issues.</li> </ul>	Development/Public Relations Committee, Strategic Planning, Committee, Board Committees, Early Childhood Committee, Staff	6-30-07  6-30-09  Ongoing

2) In reviewing your strategic planning process this year, would you make changes in the future? No				
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**XI. Facilities:**

<b>Current Reality</b> (Please answer each question below.)	<b>Action Area</b> (What areas of improvement have you identified that need to be addressed?)	<b>Strategies</b>	<b>By Whom or With Whom?</b> (Who needs to be involved?)	<b>By When?</b> (Note specific date, Ex: 2/06)
<p>What consideration has your partnership given to facility needs over the next 3 years...?</p> <ul style="list-style-type: none"> <li>▪ Will your current space be adequate? No</li> <li>▪ Are improvements needed to make the workplace more effective? Yes</li> <li>▪ Is your telephone system adequate to handle changes in staffing over the next three years? Yes</li> <li>▪ Is your computer system adequate to handle your needs over the next three years? In light of automated reports to NCPIC?</li> </ul>	<ul style="list-style-type: none"> <li>• Conference area too small to meet meeting/training needs.</li> <li>• Crowded resource/lending library hinder working space and needed materials.</li> <li>• On going updates for technology needs. Develop plan to keep computers and software support updated through a annual process review.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with landlord to explore options of improving current space (knock down wall between conference and Cindy's office to expand conference/training room.</li> <li>• Work with landlord to explore options to move resource library into bigger space in adjoining suite; add sink to kitchen area.</li> <li>• Staff performs regular technology needs assessment within office and update as necessary. Develop a plan to keep computers and software support updated through</li> </ul>	<p>Board SPC Staff Triad Builders (landlord)</p> <p>Board SPC Staff Triad Builders (landlord)</p> <p>SPC Staff Computer Technologist</p>	<p>12-31-06</p> <p>12-31-06</p> <p>6-30-07 &amp; Ongoing</p>

<ul style="list-style-type: none"> <li>• Is your copying capacity adequate to handle your needs over the next three years? <b>yes</b></li> </ul>		<p>an annual process review.</p>		
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**XII. Program Evaluation:**

<p><b>Current Reality</b> (Please answer each question below.)</p>	<p><b>Action Area</b> (What areas of improvement have you identified that need to be addressed?)</p>	<p>Strategies</p>	<p><b>By Whom or With Whom?</b> (Who needs to be involved?)</p>	<p><b>By When?</b> (Note specific date, Ex: 2/06)</p>
<p>In reviewing the bulleted items, please consider what kind of evaluation your partnership is currently engaged in and what will your future needs be:</p> <ul style="list-style-type: none"> <li>▪ Do you have an evaluator? If yes, is the evaluator on staff or external? If no, do you have plans to hire an evaluator or contractor for evaluation? <i>Yes – on staff.</i></li> </ul>	<ul style="list-style-type: none"> <li>• As Smart Start evolves and Stokes Partnership for Children evolves along with it, we realize that we are no longer just a Smart Start Agency. There are many additional programs and services that are in place in Stokes County as a result of Stokes Partnership for Children. As a result we need to broaden our vision of the long term goals</li> </ul>	<ul style="list-style-type: none"> <li>• With this next year Stokes Partnership for Children plans to complete a needs assessment of where we are and where we would like to focus our priorities on over the next few years.</li> </ul>	<p>Staff, Board Members, Committee Members, Community Representatives, Individuals receiving services, Local Agencies, Direct Service Providers</p>	<p>12-31-06</p>

<ul style="list-style-type: none"> <li>▪ Do you have an evaluation plan that builds the evaluation capacity of service providers? Yes</li> </ul>	<p>of the partnership.</p> <ul style="list-style-type: none"> <li>• Continue emphasis on PBIS standards and outcome data. Statewide standardized outcomes are currently in the development stage. Program outcomes are looked at over a 3 year period to determine if there is a linear progression and also to determine if outcomes need to be revised.</li> </ul>	<ul style="list-style-type: none"> <li>• Stokes Partnership for Children will continue to creatively blend funding sources to maximize services for young children and actively search for additional funding sources.</li> </ul>	<p>Program Manager/Evaluator, ED, Staff, Board</p>	<p>Ongoing</p>
<ul style="list-style-type: none"> <li>▪ Do you have a plan for evaluating the success of your partnership over the next three years? Yes</li> </ul>	<ul style="list-style-type: none"> <li>• Our Board committee structure oversees all aspects of our operations including evaluation of our success.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with active and engaged committees (i.e. Evaluation/Allocation and Strategic Planning committees)</li> </ul>	<p>Committees, ED, Staff, Board</p>	<p>Ongoing</p>
<ul style="list-style-type: none"> <li>▪ Who participates in evaluating your success? Board Committees? Others? Staff, Board Committees, and Full Board</li> </ul>	<ul style="list-style-type: none"> <li>• PBIS data is in place and gathered statewide and updated annually. Program outcomes are now looked at over a three year period and reviewed by the Evaluation/Allocation Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to reassess current county data. We are in the process of beginning a comprehensive needs assessment</li> </ul>	<p>Program Manager/Evaluator, Staff, ED, Evaluation/Allocation Committee, Board</p>	<p>Ongoing</p>
<ul style="list-style-type: none"> <li>▪ Do you have the baseline data needed to document progress over time? <i>Somewhat</i></li> </ul>	<ul style="list-style-type: none"> <li>• NCPC provides PBIS data annually but a formal Needs Assessment would provide a more in-depth picture of actual baseline data.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to ensure that all relevant PBIS data that is reported is correct and accurate follow through on Needs Assessment.</li> </ul>	<p>Program Manager/Evaluator, Staff, ED, Evaluation Allocation Committee, Board</p>	<p>Compete Needs Assessment by 12-31-06</p>
<ul style="list-style-type: none"> <li>▪ Do you have the resources to obtain the data you need? Somewhat –See Above</li> </ul>				

regarding Needs Assessment				
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**XIII. Other: (OPTIONAL)**

<b>Current Reality</b> (Please answer each question below.)	<b>Action Area</b> (What areas of improvement have you identified that need to be addressed?)	<b>Strategies</b>	<b>By Whom or With Whom?</b> (Who needs to be involved?)	<b>By When?</b> (Note specific date, Ex: 2/06)