



## 2014 – 2017 Three-Year Strategic Plan

### GOAL ONE: *NETWORK DEVELOPMENT*

Increase the capacity of state and regional network members to provide quality self-help parent support programs throughout the communities they serve, expand programs where needed and enhance the capacity of the national office to provide leadership, resources and support.

Objective and Strategies	How/Resources Needed	Responsible Party / Timeline
<p><b>OBJECTIVE 1: Increase the capacity of the national lead member agency and its member network to support existing and new state networks.</b></p>		
<p><u>STRATEGIES/ACTIVITIES:</u></p>		
<p>A. Identify ways the National Network can support existing and new state networks.</p>		<p><b>Infrastructure Committee:</b> July 2014</p>
<p>B. Implement strategies as identified in the needs assessment completed in Activity A.</p>		<p><b>Infrastructure Committee and Board of Directors:</b> Ongoing thru July 2017</p>
<p>C. Recruit, hire and/or contract for CEO when funds become available.</p>		<p><b>Board of Directors:</b> July 2015</p>
<p>D. Identify and form partnerships with at least 2 other national organizations to support and strengthen the mission of</p>		<p><b>Board of Directors with assistance from Infrastructure Committee:</b> December 2017</p>

the network through collaboration and/or strategic alliance.

**GOAL: NETWORK DEVELOPMENT cont'd**

Objective and Strategies	How/Resources Needed	Responsible Party / Timeline
<p><b>OBJECTIVE 2: Increase the capacity of state / regional networks to strengthen Circle of Parents programs by an average of one per state annually.</b></p> <p><u>STRATEGIES/ACTIVITIES:</u></p> <p>A. Provide a minimum of four (4) TA conference calls/ training for member network organizations based on needs identified from self-assessment process and other means.</p> <p>B. An annual call should focus on state network building capacity. In preparation for this call the following activities need to be completed.</p> <ol style="list-style-type: none"> <li>1) Review the "How to Build A State Network Manual".</li> <li>2) Update of manual</li> <li>3) First training call to focus on the revised How to Build a State Network manual.</li> </ol> <p>C. Once a new member is approved the following support should be offered:</p> <ol style="list-style-type: none"> <li>1) How to Build a State Network</li> </ol>		<p><b>Training/TA Staff and Committee:</b> 4 x Annually (TA Calls); Annually for training.</p> <p><b>Joint effort of TATA, Infrastructure, PAL Team, and new state representatives – July 2014</b> December 2014 July 2015</p> <p><b>Infrastructure Committee:</b> Ongoing as needed</p>

- Manual provided.
  - 2) Orientation Call
  - 3) State network mentor assigned
  - 4) New member state/new staff are provided training to include T3 training and ongoing technical assistance.
- D. Expand the diversity of resources and materials in the electronic resource library and increase the number of members contributing
- E. Respond to call for proposals at statewide and national conferences.
- F. Plan and offer a minimum of one (1) advanced training programs per year for member organizations on multiple levels (e.g. for executive directors, program managers, facilitators, parent leaders, children’s group leaders, etc.), conference when feasible.

**TATA Committee:** Ongoing

**Membership:** Ongoing

**Membership:** Ongoing

Objective and Strategies	How/Resources Needed	Responsible Party / Timeline
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**OBJECTIVE 3: Expand national network membership by a minimum of three new state networks members by December 2017.**

STRATEGIES/ACTIVITIES:

- A. Respond only to inquiries from state organizations requesting applications to become a Circle of Parents networks and

**Infrastructure Committee:** Ongoing

choose no more than 1 per year.

- B. Appoint existing state / regional members as mentors from organizations similar to or neighboring the chosen new state networks and for new Executive and Program Directors of existing state networks.
- C. Provide orientation and training to new state network organizations and new Executive and Program Directors.

**Infrastructure Committee:** Ongoing

**Infrastructure, PAL and Training and TA Committees:** Ongoing

Objective and Strategies	How/Resources Needed	Responsible Party / Timeline
<p><b>OBJECTIVE 4: Strengthen best practices in network operations and program services among member organizations of the national network.</b></p> <p><u>STRATEGIES/ACTIVITIES:</u></p>		
<p>A. Maintain a system for supporting membership adherence to standards of membership as indicated in the Memorandum of Understanding and the Best Practices Assessment Tool.</p>		<p><b>Training and TA Committee &amp; Infrastructure Committee:</b> Ongoing</p>
<p>B. Improve the system of data collection to achieve a better response rate and utility of the information for resource/partnership development.</p>		<p><b>Research Committee &amp; Member Designee:</b> Ongoing</p>
<p>C. Assess and identify the best practice</p>		<p><b>Research Committee:</b> Ongoing</p>

components of the Circle of Parents program model and the support group outcomes that should be continually evaluated.

- D. Build more evidence of the effectiveness of the Circle of Parents model, implementing a practical and realistic evaluation design.
- E. Develop criteria and process to identify innovation and emerging practices within and outside of the network for potential replication.
- F. Plan and offer a minimum of one (1) advanced training programs per year for member organizations on multiple levels (e.g. for executive directors, program managers, facilitators, parent leaders, children’s group leaders, etc.), in conjunction with a national conference when feasible.

**Research Committee:** Ongoing

**Research Committee:** Ongoing

**Training and TA Committee:** Ongoing

Objective and Strategies	How/Resources Needed	Responsible Party / Timeline
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**OBJECTIVE 5: Expand the parent leadership capacity of the state networks to develop a parent leadership plan and identify at least one parent leader from each state.**

STRATEGIES/ACTIVITIES:

- A. Ensure that groups are developed and maintained based on the principles of parent leadership.

**State Network Organizations:** Ongoing

- B. Provide training and experience for facilitators, parents and others in shared leadership.
- C. Create written plans for the state network implementation and advancement of parents through the practice of shared leadership within the program and on the state and national levels.
- D. Provide opportunities at multiple levels, informal and formal, internal and external, which advance and build leadership skills in parents.
- E. Nominate one parent leader from each state to participate on the national Parents as Leaders Team.
- F. Write grants/seek funding to remove barriers for parent involvement / parent leadership (e.g. supporting child care, transportation, stipends, etc.) in Circle of Parents activities.

**Training and TA Committee, Parents as Leaders (PAL)Team:** Ongoing

**PAL and State Network Organizations:**  
Ongoing

**State Network Organizations:** Ongoing

**State Network Organizations and PAL:**  
Ongoing

**National Office/CEO and State Network Organizations::** Ongoing

**TWO: BOARD DEVELOPMENT**

GOAL Create a 9 member board of directors that represents a diversity of backgrounds and life experiences, includes professionals and parents and conforms to nationally-recognized standards of non-profit board service.

Objective and Strategies	How/Resources Needed	Responsible Party / Timeline
<p><b>OBJECTIVE 1: Establish a nine member diverse board of directors representing a diversity of background, life experiences and roles, both professional and parenting, including those with affluence and influence.</b></p>		
<p><u>STRATEGIES/ACTIVITIES:</u></p>		
<p>A. Construct an active and strong nominating committee.</p>	<p><i>Will engage board and network members, and recruit from both pools to develop a strong nominating committee. Committee will solicit recommendations to increase Board membership from its current six membership to nine</i></p>	<p><b>Board of Directors:</b> March 2014</p>
<p>B. Recruit an appropriate mix of parents and professionals from needed areas of expertise for board membership.</p>	<p><i>Overlapping of Goal A. Same as above</i></p>	<p><b>Board of Nominating Committee:</b> July 2016.</p>

Objective and Strategies	How/Resources Needed	Responsible Party / Timeline
<p><b>OBJECTIVE 2: Ensure board accountability and continual improvement through training, goal-setting and self-evaluation.</b></p>		
<p><u>STRATEGIES/ACTIVITIES:</u></p>		
<p>A. Board will utilize Strategic Plan as a blueprint to determine annual goals and self-evaluation.</p>	<p><i>Board will have final Strategic Plan, approved goals and self-evaluation completed</i></p>	<p><b>Board of Directors:</b> September 2017</p>

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| B. Training will be determined and scheduled based on goals.   | <i>Board will review, analyze and revise, as needed. Results will be shared with Committee and Network Members.</i> | <b>Board of Directors:</b> Ongoing                                  |
| C. Bi-monthly board meetings with agendas developed toward accomplishing goals of Strategic Plan.                            | <i>Self-evaluation outcome</i>  | <b>Board of Directors:</b> Ongoing                                  |
| D. Establish mechanisms for continuous feedback loops between the board, staff and Operation Committees and Network members. | <i>Committee Chairs and Board Chair will identify what formalized mechanism will be implemented</i>                 | <b>Board of Directors:</b> December 2014, and thereafter, as needed |

Objective and Strategies	How/Resources Needed	Responsible Party / Timeline
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**OBJECTIVE 3: Establish a sound governance structure, including board policies and systems**

STRATEGIES/ACTIVITIES:

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| A. Board will review current and establish new board policies, including board responsibility for fundraising. | <i>Board Chair will identify and distribute current by-laws and formalized policies to Board members for review, evaluation and updates, as needed. Plan and design a fund development strategy</i> | <b>Board of Directors:</b> Annually by the last week in September |
| B. Policies will be reviewed by membership and adopted for inclusion in MOU's.                                 | <i>Board Chair will revise MOU's, and present to Board members for review, feedback and recommendations prior to presenting to Infrastructure and Network members</i>                               | <b>Board of Directors:</b> Annually by the last week in December  |





**GOAL THREE: LEADERSHIP DEVELOPMENT**

Rebuild the national infrastructure by creating a leadership position to oversee and manage operations and ensure fiscal solvency and sustainability of the National Network.

Objective and Strategies	How/Resources Needed	Responsible Party / Timeline
<p><b>OBJECTIVE 1: Acquire the funding for an Executive Director who will lead the creation of a fundraising committee and a comprehensive multi-year plan to increase general operating funds.</b></p>		
<p><u>STRATEGIES/ACTIVITIES:</u></p>		
<p>A. Procure funding for an Executive Director.</p>	<p><i>Currently, financial resources are unavailable. Board is working in a collaborative effort with the Infrastructure and Network members for identifying grant and resource opportunities to fund a part-time Administrative Support position, and a Grant Writer for securing resources</i></p>	<p><b>Board of Directors:</b> June 2015</p>
<p>B. Establish a fundraising committee to explore options for fund development, including contributions / income from product sales, individuals, foundations, corporations, government and community organizations.</p>	<p><i>Currently, human resources are unavailable. Current goal is to rebuild Board to a 9-member status. Board is working in a collaborative effort with the Infrastructure and Network members for identifying Board members</i></p>	<p><b>Board of Directors and CEO:</b> January 2016</p>
<p>C. Identify fundraising goals for each fundraising initiative and the timelines, and resources needed to execute each option..</p>	<p><i>TBD</i></p>	<p><b>Fundraising Committee and CEO:</b> January 2016</p>
<p>D. Identify and form partnerships with at least 2 other national organizations to</p>	<p><i>TBD</i></p>	<p><b>Fundraising Committee and CEO:</b> December 2017</p>

support and strengthen the mission of the network through collaboration and/or strategic alliance.

Objective and Strategies	How/Resources Needed	Responsible Party / Timeline
<b>OBJECTIVE 2: Develop and implement a system for donor tracking and reporting.</b>		
<u>STRATEGIES/ACTIVITIES:</u>	<i>TBD</i>	<b>Board of Directors, Board Treasurer, TATA Committee Chair and CEO – To be determined</b>
A. Research availability, human resource needs and costs of tracking system.		
B. Obtain funding to purchase/maintain the system.	<b>TBD</b>	<b>CEO : To be determined</b>
C. Monitor donor records (in-kind and cash) to ensure accuracy.	<b>TBD</b>	<b>Board of Directors: Ongoing</b>

Objective and Strategies	How/Resources Needed	Responsible Party / Timeline
<b>OBJECTIVE 3: Increase name recognition with key constituencies including: family support practitioners; child abuse &amp; neglect prevention specialists; key federal government officials; and leading researchers in early brain development, early education, school readiness, parent education and parent leadership. [Recommend including Adverse Childhood Experience (ACE) and the Strengthening Families Protective Factors]</b>		

STRATEGIES/ACTIVITIES:

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| A. Create a multi-year plan.  | <i>Identify Board and Member state connections for reaching out to partner with universities willing to commit to having Circle of Parents as an Initiative/Project</i> | <b>CEO and Infrastructure Committee: July 2016</b>                                     |
| B. Update Circle of Parents brochure and develop new marketing materials, both as a section of the website and in hard-copy.  | <i>TBD CEO and Infrastructure Committee</i>   | <b>CEO and Infrastructure Committee: July 2016</b>                                     |
| C. Provide a newsletter or similar medium for sharing Circle of Parents updates on a regular basis with the public-at-large and / or professional and volunteer networks. | <i>TBD CEO and Infrastructure Committee</i>   | <b>CEO: July 2016</b>  |
| D. Implement system and responsible entity for keeping the website current (consider volunteer or intern).  | <i>CEO and TATA Committee</i>   | <b>Board of Directors with assistance from Infrastructure Committee: December 2017</b> |
| E. Participate in national opportunities to present, promote and network the Circle of Parents model  | <i>CEO, Fund Development Committee Chair and Member states</i>  | <b>CEO and Member states: Ongoing</b>  |

Objective and Strategies	How/Resources Needed	Responsible Party / Timeline
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**OBJECTIVE 4: Promote research results & the collection of data from members to strengthen the validity of the Circle of Parents model.**

STRATEGIES/ACTIVITIES:

- A. Encourage member states to keep accurate data and submit reports by due dates
  
- B. Seek opportunities for recognition of research data, as well as moving the model to an Evidence Based/Evidence Informed level

**Research and TATA Committees:** Ongoing

**CEO, and Research Committee**