



**Children's Literacy Center
2019 - 2020
Strategic Plan**

"Building a life of success through a foundation of literacy . . . ONE Child at a Time"

OUR CORE IDEOLOGY

CORE PURPOSE

Improve the reading skills of children with the greatest need

OUR VALUES

- We believe literacy is the foundation for all learning and in its intrinsic value to society.
- We believe every child deserves the opportunity to become literate.
- We believe people make the difference and we value the contributions of every individual involved in helping children become literate.
- We operate with integrity and passion.

OUR ENVISIONED FUTURE

CLC is viewed and valued as a literacy “turn-key solution-provider” for parents, children, schools and the community-at-large. People count on us for our focused expertise in effectively elevating children’s reading skills. We have a reputation for being dynamic and bringing a sense of fun and liveliness to our work. Communities and schools across the state are choosing our Peak Reader program. The business community recognizes the connection between literacy and economic vitality and embraces CLC as a literacy change agent. The Children’s Literacy Center **strives to be** the most sought-after supplemental literacy program throughout the state of Colorado.

OUR STRATEGIC IMPERATIVES

- Focus our efforts toward the students with the greatest need who are reading below grade level
- Improve the efficiency of the CLC volunteer recruitment, training and retention system to maintain the quality of and increase the number of tutors
- Create stable, sustainable and diverse funding streams needed to support CLC’s Programs and vision
- Advocate for literacy whenever an opportunity presents itself and focus efforts strategically to increase accessibility to tutoring and resources for students

OUR STRATEGY

Build CLC one relationship at a time based on three essentials:

- Sincerity and desire to help
- Quality Programs
- Focused Partnership

OUR STRATEGIC GOALS

Our strategic goals focus on expanding our programs and market, and establishing the appropriate infrastructure to effectively deliver those programs. Specifically, we intend to focus on the following:

Programs – Increase the number of children CLC serves in Colorado while improving the CLC program and curriculum through a structured review, test and update cycle.

Development – Develop the new funding sources necessary to support and sustain program improvement and expansion. Create and implement a CLC marketing strategy that will provide the recognition and reputation necessary to support the program development.

Governance – Maintain a dynamic, diverse and high performing governing board whose members will advocate for CLC and literacy within the community.

Administration – Provide the leadership required to position CLC for continued growth and success. Ensure CLC has the physical infrastructure, technology and other systems needed to effectively support CLC's programs and vision.

PERSISTENT BARRIERS

- Demand for well-trained, motivated tutors outstrips current resources
- Challenge in growing year-to-year base revenue to support and expand the CLC programs
- Parental involvement, support and buy-in is critical and persistently challenging
- Changing school policy and educational methodology, along with declining financial resources in the schools, creates a challenging and inconsistent market for establishing and sustaining school funded tutoring sites.

PROGRAMS

Strategic Goal: Increase the number of children CLC serves in Colorado while improving the CLC program and curriculum through a structured review, test and update cycle.

SERVICES

The Children's Literacy Center provides free one-to-one tutoring to students who are reading below grade level. The CLC program uses our structured Peak Reader curriculum and pairs volunteer tutors with children who have been recommended and accepted into the program. CLC focuses on, but is not limited to, helping children in the 1st through 4th grades, a time when intervention provides the greatest benefits. CLC also looks to expand our ability to offer varied low or no cost supplemental literacy programs depending on need and opportunity.

Children are recommended into the program by either a teacher's evaluation or a parent's request for an evaluation from the teacher. These evaluations provide essential information on a child's reading proficiency and identify specific reading deficiencies. CLC does not provide the specialized instruction required by students in Individualized Education Programs (IEP).

The CLC program uses community volunteers to tutor students. CLC manages a volunteer recruitment program and trains new volunteer tutors to use our Peak Reader curriculum. In the standard program, tutors and children meet twice a week for one hour over a twelve-week semester. The tutors provide reading instruction, encouragement, and act as positive role models.

PROGRAM DELIVERY

The CLC Program is based on volunteer tutors providing one-to-one tutoring using our CLC Peak Reader Curriculum which was specifically developed for that use. This method provides the most focused attention to a student's reading deficiencies. CLC has documented, and verified, a ninety-five percent success rate in improving reading performance by at least one grade-level over the 12 week tutoring session. CLC will continue to use one-to-one tutoring as the primary method of delivering our Peak Reader curriculum.

The Children's Literacy Center currently provides program services through two primary models: Community Sites and Client Sites described below. The Children's Literacy Center curricula are also being used at many independent sites.

CLC Community Sites: CLC manages and funds all services and support for community sites. Site Coordinators are part-time employees of CLC. Program performance is directly managed and monitored by the CLC staff. Any child throughout the community can apply and participate at a CLC Community Site with a teacher's recommendation.

CLC Client Sites: These sites purchase program services from CLC. CLC provides our Peak Reader curricula, Site Coordinator, Site Coordinator training, tutor recruitment and training, and all materials needed to operate the site like a community site. The client provides funding on a yearly contract for all services. These sites are open to all students with an affiliation to the paying client. When the client ends the contract, CLC removes the curriculum, site coordinator, tutors, and all materials from the client site.

CHILDREN’S LITERACY CENTER

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COMPETITIVE ADVANTAGE

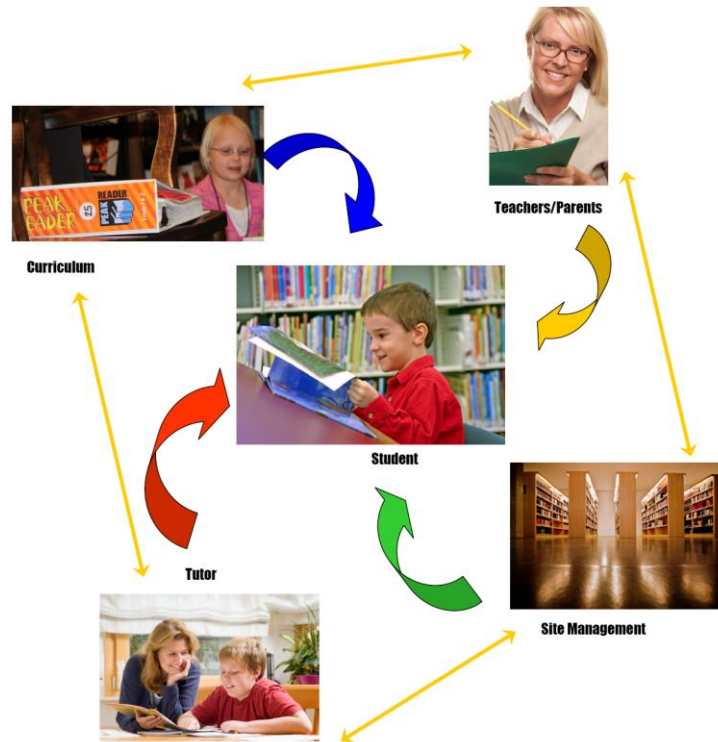
The Children’s Literacy Center’s competitive advantages in providing tutoring services include:

- CLC provides free one-to-one tutoring for children who are not reading at grade level. We are the only local community organization that provides this service and one of only two statewide.
- The PeakReader is a researched based proven effective curricula. The pre and post assessment tools document program validity and are reviewed by independent professionals every 5 years.
- Our Peak Reader curriculum is a complete package that can be quickly introduced anywhere. Start-up, training, and program materials have been developed to allow fast and easy site start-up.

GROWTH

The Children’s Literacy Center intends to use its competitive advantage to serve more students with an emphasis on those with the greatest need. Our immediate focus is to increase the availability of our Peak Reader Program by increasing the number of students served at existing Community Sites and establish strategic Client Sites in rural Colorado and other underserved communities.

ELEMENTS OF CORE PROGRAMMING – LITERACY TUTORING



The Children's Literacy Center tutoring program provides free tutoring to children who are not reading at grade level. The five core elements of our program are:

- **Curriculum:** CLC provides the research, design, pilot-testing, and evaluation of our Peak Reader curriculum. All curriculum products are reviewed annually and revised as necessary to keep current with educational policy and trends.
- **Teachers / Parents:** CLC works closely with teachers and parents to identify children who require assistance and as partners in student recruitment, program advocacy, and reading support.
- **Students:** CLC recruits students through schools and community outreach. A teacher assessment of each student's reading ability is required. CLC conducts pre- and post-reading assessments to evaluate each student's performance in the program. Our Peak Reader program and curriculum are designed to support student reading achievements and to keep the student engaged and motivated. Tutors provide positive reinforcement for student achievements and work with parents to encourage home reading.
- **Tutors:** CLC tutoring is provided by volunteers who give freely of their time and skills. CLC recruits, trains and supports these tutors. CLC develops and supports programs and initiatives for tutor retention that recognize the performance and dedication of our volunteer tutors.
- **Site Management:** CLC identifies tutoring sites and works with schools, partners, investors, and sponsors to provide the funding and staffing for each site. CLC recruits, trains, and pays a Site Coordinator to manage the program, students, and tutors at each site.

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2019-2020 Program Goals and Objectives	
1	<p>Continue to increase the number of children CLC serves through our community and client sites year over year.</p> <ul style="list-style-type: none"> • Consideration of new sites will be driven by tutor group availability and geographically specified financial support
2	<p>Continue the validation of updated CLC pre- and post-tutoring assessment tools used to document program effectiveness with an outside independent resource.</p> <ul style="list-style-type: none"> • Use our interaction with UC Denver to continue the Peak Reader program and assessment evaluation
3	<p>Retain and recruit volunteer tutors:</p> <ul style="list-style-type: none"> • Continue the “Continuing Education” training program for tutors to help them make tutoring sessions more interesting and effective • Continue to recognize tutors using CLC Website and CLC Facebook page • Continue the “Tutor of the Month” • Continue to recruit more high school volunteers
4	<p>Continue to expand the CLC Literacy Circle where the donors:</p> <ul style="list-style-type: none"> • Are recognized for their investment in “building a life of success through the foundation of literacy” • Participate in annual special events that will update them on the CLC program progress
5	<p>Establish the Legacy of Literacy Endowment fund starting with the estate gift from the John C. Drew to provide long term funding stability for the Children’s Literacy Center</p>
6	<p>Hire additional staff for management of client and community sites due to the expansion of geographical new sites</p>
7	<p>CLC will determine the cost to update select PeakReader lessons and to add a “fluency” section to the activity page. After assessing the cost in the first year, updates will begin in years 2-3.</p>
8	<p>Long term: Plan for a multistage development program to supplement the Peak Readers with iPad Peak Reader applications. Determine and identify the cost and schedule requirements to implement the Peak Readers in three phases:</p> <ul style="list-style-type: none"> • Develop an iPad application that will link quantified assessments into a central database for program assessment, proposal submission support and grant reporting information

DEVELOPMENT

Strategic Goal: Develop the new funding sources necessary to support and sustain Program improvement and expansion. Create and implement a CLC marketing strategy that will provide the recognition and reputation necessary to support the Program development.

FUNDRAISING

Current primary funding sources and strategies to support and sustain CLC's programs include the following:

- The Vintner Dinner is the Children's Literacy Center's primary fundraising event. Held annually for the past twenty-one years, it has become one of the premier events in Colorado Springs and generates a significant portion of CLC's income. Through our community involvement, we need to continue to increase the corporate investor levels.
- Grants provide a significant source of funding for the Children's Literacy Center.
- The CLC Literacy Circle provides a stable year-over-year funding source.
- **The Legacy of Literacy Endowment Fund will provide long term financial stability.**
- The on-line bookstore continues to be a successful source of income with minimal expenses.
- CLC will continue to participate in other appropriate fundraising events held in conjunction with "literacy partners".

CLC presently has expanded its reading site at Martin Luther King, Jr. Library in Aurora to two sessions and added a site at ZPlace in Denver. As a major market, expansion of the CLC program in Denver and Aurora will continue to require significant marketing efforts and financial support from the Denver community.

With a four year grant from a major donor, CLC has **established** reading sites in La Junta, Colorado. Based on support from the major grantee and other long-term local support, CLC will pursue additional programs in rural Colorado.

MARKETING

CLC has expanded our social media footprint and continues to rely upon press releases and public service announcements to provide publicity for its Programs and events. CLC utilizes various stations such as KRCC, KILO and The Eagle for radio publicity. CLC will continue to increase community-wide recognition of its Programs and fundraising efforts through the distribution of impact stories. The intent is to increase awareness of our programs for parents, students, potential tutors and potential donors.

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2019-2020 Development Goals and Objectives	
1	Continue to grow the 2019-2020 income budget with our Vintner Dinner at the Broadmoor and build on CLC’s strong reputation for increased grant activity.
2	Continue to explore, evaluate and implement appropriate and responsible funding strategies to support and sustain Program improvement and expansion.
3	Ensure that the Vintner Dinner continues to be a premier fundraising event: <ul style="list-style-type: none"> • Continue to showcase quality vintners and wines • Continue at the Broadmoor with increased seating capacity resulting in increased ticket sales, and a larger number of potential number of sponsors and bidders • Increase event publicly by soliciting and publicizing celebrity participation at the dinner • Identify and solicit new corporate sponsors
4	Continue and expand the CLC Literacy Circle
5	Establish the Legacy of Literacy Endowment Fund starting with the estate gift from the John C. Drew
6	Continue to participate in appropriate community-wide fundraising events with "literacy partners".
7	Continue to explore new and existing grant opportunities
8	Continue to solicit feedback from investors to help in determining what motivates their support and how we can best provide meaningful communication to them regarding CLC's programs, events and activities
9	Increase community-wide media exposure through the publication of impact stories and promotion of such events as Colorado Springs Literacy Day
9	Continue to develop community and investor support in Denver, Aurora, and Southern Colorado
10	Expand the use of our Advisory Council to promote CLC throughout the community.
11	Continue to solicit donations of new or lightly used books used for tutoring.

GOVERNANCE

Strategic Goal: Maintain a dynamic, diverse, and high performing governing board whose members will advocate for CLC and literacy within the community.

POLICIES, PRACTICES AND PROGRAMS

Governance is an executive committee comprised of the Officers and other Board members appointed by the President. It will annually continue to review the following policies, practices and programs to ensure they provide for the efficient and effective operation of the CLC Board of Directors:

- Strategic Plan
- Board Meetings
- Program Monitoring
- Financial Monitoring
- Board Assessment
- Executive Director Assessment
- Board Commitment Form
- Board Member Recruitment
- New Board Member Orientation
- Committee Structure
- By-Laws
- Board Member Reference Book Updates
- Whistleblower Policy
- Conflict of Interest Policy

ADMINISTRATION

Strategic Goal: Provide the leadership required to position CLC for continued growth and success. Ensure CLC has the physical infrastructure, technology and other systems needed to effectively support CLC's programs and vision.

LEADERSHIP

It is the responsibility of the CLC Board Officers, Executive Director and Directors to provide the management and leadership necessary to continue and grow the tutoring services that CLC provides to the community. To that end, they must provide the strategic vision, establish the priorities, manage and monitor the programs, and ensure that the resources are available to reach the established goals.

An Advisory Board of past board members and literacy advocates has been created to provide additional insight into ways to achieve the goals and objectives of The Children's Literacy Center.

INFRASTRUCTURE

CLC has the physical facilities required to currently support the Programs and should be more than adequate to meet its needs for several years.

TECHNOLOGY

The information technology systems to support the staff are adequate; however, should be continually evaluated and upgraded as practical and necessary to ensure efficient data management.

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HUMAN RESOURCES

The CLC Staff is the essential element in managing our programs, services and events. It is our goal to retain our highly trained and knowledgeable staff through fair and adequate compensation and recognition of their accomplishments.

The Executive Director is responsible for the management of the human resources and administration functions and will annually review and update the following as necessary:

- Staff compensation and make recommendations to the Board which, working with the resources available, will attempt to implement the recommendations.
- Employee handbook outlining staff procedures, policies and benefits
- Employee benefits to ensure the best support and value for CLC and the staff
- Internal control procedures that pertain to the managing, accounting and handling of funds
- Staff position descriptions to ensure that they align with the Strategic Plan
- The Program plan to ensure that it aligns with the Strategic Plan
- In conjunction with the Board, prepare a yearly budget that aligns with the Strategic Plan

2019-2020 Administration Goals and Objectives

2019-2020 Administration Goals and Objectives	
1	Expand financial support from foundations and businesses for new sites and sustainability.

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