

Valencia County Literacy Council

Three-Year Strategic Plan

January 1, 2009 – December 31, 2012

Executive Director's Message

Valencia County Literacy Council (VCLC) was founded in 1987, and citizens from all walks of life in Valencia County came together to form VCLC's first Board of Directors. Our latest strategic plan outlines VCLC's future direction, taking into account best practices in the field of Literacy instruction and non-profit management today. This plan reflects our collective aspiration to bring the highest caliber of Literacy services to the residents of Valencia County. I look forward to working with the Board, Volunteers, Partners, Students, and Staff as we transform these ideas into reality.

–Jill A. Oglesby, Executive Director

Mission Statement

VCLC's mission is to enable adults to achieve personal goals and very young children to achieve pre-literacy skills through Literacy services provided to families free of charge.

Vision Statement

We envision a Valencia County in which all residents have the Literacy skills they need to achieve their own dreams and to enhance the quality of their lives.

Core Values

- We serve residents of Valencia County with low literacy and/or limited English-language skills.
- We are committed to the use of volunteers to provide instruction.
- We value quality instruction that is centered on Learners' Own Goals.
- We support the Adult Learner in all his/her capacities as a Community Member, Family Member, and Worker.
- We support Adult Learner Leadership.
- We believe that the ability to read is critical to personal freedom and the maintenance of a democratic society.
- We believe that as our culture becomes more complex and dependent on technology, Literacy becomes ever more basic to survival and the achievement of one's potential.
- We work to encourage and assist other organizations and individuals who are committed to a literate society.

Valencia County Literacy Council

Three-Year Strategic Plan

Area 1: Program Services, Valencia Literacy Program Activity: Volunteer Tutoring

Goals:

1. To increase numbers of adults participating in Volunteer Tutoring.
2. To improve Student success by offering a “menu of services” through which Students may access Literacy help.
3. To provide consistent Student/Tutor Support.
4. To provide opportunities for Adult Learners to exercise Leadership.
5. To increase Volunteer Tutor numbers and the number of Tutors serving small groups while providing a variety of ways volunteers can serve the organization.
6. To maintain accreditation by adhering to accreditation standards throughout Volunteer Tutoring.

Outcomes:

1. VCLC will serve 10% more Students in Volunteer Tutoring each year of the plan.
2. By year 3 of the plan, VCLC will have a well-established Reading Lab, at least two well-established small group reading instruction sessions, at least five English for Speakers of Other Languages (ESOL) conversation groups, and “mini-courses” for Students at least three times per year.
3. By year 3 of the plan, VCLC will show at least a 10% higher average retention rate in both Tutors and Students.
4. Adult Learner Leaders will have documented involvement in conferences, planning, setting policy, recruitment, fundraising, public relations, and advocacy each year.
5. VCLC will increase Tutor numbers by 5% each year of the plan. VCLC will have documented office volunteer time, Tutor service on the Board of Directors and Board committees, and community volunteers running mini-courses.
6. VCLC will re-accredit in 2009 successfully and begin documentation for accreditation in 2013.

Valencia County Literacy Council

Three-Year Strategic Plan

Area 1: Program Services, Valencia Literacy Program Activity Family Literacy Preschool

Goals:

1. To provide high-quality, age-appropriate early childhood education which prepares children for later school success.
2. To involve parents as their children's "first and most important teachers" by encouraging reading to children, storytelling, interactive play, etc.
3. To provide parents with resources and training on such topics as healthy discipline, self esteem in children, reading to children, etc.
4. To involve parents in decision-making at the highest level in the Preschool.
5. To widen the opportunities parents have for community involvement through field trips, workshops, conferences, letter writing, visits to government leaders, and formation of local clubs (such as sports and exercise clubs, book clubs, etc.).
6. To begin a longitudinal study to track the success of adults and children after leaving the Family Literacy activity.

Outcomes:

1. Seventy-five percent of children in the Preschool ages 3-5 who attend for at least 8 months will gain at least one level on 75% of the items on the Creative Curriculum Developmental Assessment annually. VCLC will recognize children for these achievements twice a year.
2. Seventy-five percent of parents whose children attend for at least 8 months will report a greater involvement in their children's education and more time reading to their children.
3. Fifty percent of parents will report positive results from Parenting workshops and materials provided for self-evaluation (such as the Parent Education Profile).
4. The Parent-Teacher Council will meet monthly. VCLC will document decisions made.
5. VCLC and our partner, Adult Basic Education at UNM-Valencia, will provide at least two workshops and/or field trips each year to introduce parents to community services, civic involvement, government leaders, etc.
6. VCLC will demonstrate long-term effects of the Family Literacy partnership on at least 10 families including school success, children's behavior, quality of life, parenting skills, adult employment, and community involvement.

Valencia County Literacy Council

Three-Year Strategic Plan

July 1, 2008 – June 30, 2011

Area 1: Program Services, Valencia Literacy Program Activity: BOOK Readers

Goals:

1. To involve BOOK Reader volunteers such that they feel a greater sense of “ownership.”
2. To create learning opportunities for BOOK Readers and increase volunteer satisfaction and retention.
3. To increase public perception of BOOK Readers as a worthwhile endeavor.
4. To create opportunities for short-term volunteers to serve BOOK Readers.

Outcomes:

1. By year 3 of the plan, volunteers and the BOOK Coordinator will raise \$3,000 to purchase books. BOOK Readers will be involved in strategic planning, recruitment, mentoring of new readers, public relations, and book selection. At least 75% of BOOK Readers will know each other by name.
2. By year 3 of the plan, VCLC will double the retention rate of BOOK Readers. At least 75% of BOOK Readers will respond positively to surveys indicating how much they are learning as volunteers.
3. By year 3 of the plan, VCLC will have a BOOK Reader each day in each medical clinic we serve (First Choice Community Healthcare and WIC in Los Lunas and Belen and Presbyterian in Belen) and BOOK Reader volunteers will regularly appear in the local newspaper and other media.
4. VCLC will begin recruiting short-term volunteers for local shot clinics in 2009. VCLC will explore other venues in which these volunteers and other BOOK Readers might read as well, such as at public school events, at daycares, and with other providers of health and human services.

Valencia County Literacy Council

Three-Year Strategic Plan

July 1, 2008 – June 30, 2011

Area 2: Community Relations/Linkages

Goals:

1. To leverage resources by partnering with other agencies and non-profits in the community that serve low-income individuals.
2. To provide referrals for our Students to needed services in order to remove such barriers to instruction as lack of transportation, lack of childcare, hunger, lack of utilities, etc.
3. To partner with our business community to honor Volunteers and Students.
4. To work with all possible Valencia County entities to promote Literacy county-wide.

Outcomes:

1. VCLC will have some form of partnership with 75% of other local non-profits and state agencies, such as MidWest NM CAP, La Vida Felicidad, N.M. Department of Health, N.M. Human Services Dept., local food banks, etc. VCLC will continue our successful Family Literacy partnership with UNM-Valencia's Adult Basic Education (ABE) Dept.
2. VCLC will maintain a current referral sheet, updated at least once a year, for referrals to other county services. VCLC will document referrals made and each time a Student was able to overcome a barrier to instruction and continue.
3. By year 3 of the plan, at least three local businesses per year will contribute gift certificates to honor Students and Volunteers and VCLC will ensure media coverage of the gifts.
4. One hundred percent of local human service providers will regularly display flyers, posters, and/or brochures for potential Students (see "Public Awareness"). VCLC will provide expertise and contacts to any other Valencia County organization which promotes Literacy and explore ways in which we might partner.

Valencia County Literacy Council

Three-Year Strategic Plan

July 1, 2008 – June 30, 2011

Area 3: Public Awareness

Goals:

1. To maintain as high a profile in Valencia County as possible in order to recruit Students and Volunteers and ensure that the general public knows about our services.
2. To design posters, brochures, flyers, and other promotional items with a consistent "branded" image. To create a promotional film about VCLC to be shown to service clubs, New Tutor Trainings, etc.
3. To establish a coordinated system for placement of promotional materials at regular intervals in the offices of community partners, businesses, and public buildings.
4. To establish regular media contact with newspapers, radio stations, and television. To speak regularly at local service clubs.
5. To work with local government leaders to ensure they are aware of our services and our needs, and to contact national government representatives as part of national Literacy advocacy efforts.

Outcomes:

1. VCLC will involve 75% of Volunteers in outreach efforts. We will increase public awareness of VCLC and our services by 300%.
2. VCLC will complete and begin placing new brochures and posters in 2009. VCLC will produce such other promotional items as bumper stickers, book marks, pens, t-shirts, etc. by 2010 and complete the promotional film by January 2010.
3. VCLC will have promotional materials available on a regular basis in 100% of low-income serving agencies, 75% of public buildings, and 35% of local businesses.
4. VCLC will appear in the *Valencia County News Bulletin* at least once a month. VCLC will contact radio stations with Public Service Announcements at minimum twice a year and contact local television stations with our annual fundraiser once a year. VCLC will hold Speakers Bureau training at least once a year. By year 3 of the plan, the Speakers Bureau will speak to 50% of relevant local service clubs annually and triple our local donations from 2007-2008 values.
5. VCLC will visit local government leaders at least once a year with Students. VCLC will document letter writing and e-mails to national government leaders, coordinating these efforts with ABE whenever possible.

Valencia County Literacy Council

Three-Year Strategic Plan

July 1, 2008 – June 30, 2011

Area 4: Resource Development

Goals:

1. To fund the year-to-year activities of VCLC through grant writing and local FUNdraising. To increase local donations.
2. To provide a firm financial foundation for the agency's future by starting the VCLC Endowment.
3. To stabilize the local FUNdraiser, having one repeatable event each year.

Outcomes:

1. VCLC will continue to write such grants as the United Way, New Mexico Coalition for Literacy, Daniel's Fund, Dollar General, National Book Scholarship Fund, and WalMart grants and will continue to explore new grant opportunities as they arise. Through a marketing campaign, VCLC will triple local donations from 2007-2008 levels.
2. VCLC will start a "Leave a Legacy of Literacy" endowment campaign and raise at least \$5,000 by year 3 of the plan. VCLC will place these funds in a savings account and use the funds, once they reach \$10,000, to begin the VCLC Endowment at the Albuquerque Community Foundation.
3. VCLC will continue to make at least \$4,000 in our FUNdraiser in 2009 and will increase this amount by at least 10% annually.