

# STRATEGIC PLAN

For  
Fiscal Years 2008-2013



A 501(c)3 Not for Profit Organization

Prepared For

**The Executive Board  
Read To Succeed Council  
Read To Succeed Adult Literacy Council**

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## Executive Summary

Read To Succeed (RTS) was established in 2003 to foster literacy in Rutherford County. By creating diverse and significant collaborations, this non-profit literacy initiative has filled gaps in local services and raised awareness of the importance of literacy. This strategic planning process began in April of 2007 to further the RTS mission and clarify goals for the subsequent five years.

Read To Succeed staff and executive board met seven times, for two hours at each session, to brainstorm, discuss, and map out direction for RTS. Page three of this document lists the session participants. The initial session was also attended by Patrick McCarthy (MTSU), and Susan Maguigan (CASA). Their presence allowed for a more varied view of RTS and literacy in Rutherford County, as well as opportunity for their highly experienced outlooks to strengthen, and verify, our plan.

Four areas of interest were identified as integral in planning for the future of RTS: programming, money, needs assessments, and marketing. The following pages delineate the goals and performance objectives associated with each of these four sections. Also included with each area are time structures and responsible entities (staff, RTS council, RTS executive board). Each section can be reviewed as the reader's interest determines or the entire document can be read to gain perspective on RTS as a whole.

The **Programming** section describes how RTS will provide and support community-wide initiatives that promote literacy and foster awareness of the importance of reading. **Four goals** were identified: **1.** Read To Succeed will develop signature literacy programs and support ongoing programs for all age groups. **2.** Read To Succeed will identify gaps in the literacy needs of children, youth and young adults, with particular focus on adolescents and on students in whose homes English is not the primary language (ELL). **3.** Read To Succeed will strengthen outreach opportunities to parents. **4.** Read To Succeed will strengthen and expand current partnerships, establishing new partnerships with faith-based organizations, with particular focus on the northern part of Rutherford County. Staff will have primary responsibility for the tasks associated with these goals over the next five years, although the executive board will take the leadership role in creating a summit of Rutherford County providers to identify literacy gaps (described in goal 2).

The **Money** section proposes that Read To Succeed will have stable and diverse funding sources that will sustain the growth of the organization. **Three goals** were set: **1.** Target 10% of the local corporate/business community to cultivate a relationship that will lead to financial support; **2.** maintain yearly giving campaigns to target individual donors and; **3.** redistribute funding sources to provide for a stable and renewable source of financial support within the next 5

years. The RTS executive board will provide financial oversight and guidance with support from RTS staff and Councils.

The **Need Assessment** section describes the ways RTS will evaluate the literacy needs of Rutherford County using a variety of measurement tools that will include formative, summative, process and impact assessment capabilities. The **goals** are to **1.** develop a formalized assessment plan to evaluate all RTS events and programs; **2.** provide an end of year summative report from RTS program evaluations to council members, grantors, and community stakeholders, by end of FY 2009-2010; **3.** conduct a community impact assessment; **4.** and, in the Fall of 2008, will conduct a post-test literacy survey of Murfreesboro City School students. (Pre-test conducted in 2003). RTS staff with Council and executive board support is responsible for working toward these goals.

The **Marketing** section expects RTS will utilize a comprehensive marketing strategy to focus community resources on literacy and elevate its importance to everyone's quality of life. Four **goals** are associated with this section. **1.** Develop brochures aimed towards specific target audiences to showcase our community impact and to raise cultural awareness about the importance of literacy. **2.** Advocate through marketing tools that Rutherford County is a community that cares about literacy. **3.** Implement a three year marketing theme of "Literacy Matters" which includes buy in and support from Rutherford County governing entities. **4.** Develop a media and marketing campaign that utilizes multiple platforms to increase awareness of RTS and literacy in the community. This will include focus pieces, such as posters and PSA announcements, which are distributed to TV, radio and print media outlets. The Executive Board and Executive Director will work together to seek professional assistance and guidance in establishing a marketing direction and accepting a marketing plan. This plan will include a timeline for meeting the above goals.

This strategic plan will be monitored by the Read To Succeed executive board on a quarterly basis. In six months a preliminary accounting of the plan will take place to answer the questions posed on the last page of this document. Representatives from the executive board, council and staff will take part in this assessment.

## Board Authorization of Strategic Plan

**Bill Shacklett, President** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Jimmy Hart, Vice President:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Linda Gilbert, Secretary** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Beverley Hamblin, Treasurer** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Wayne Blair:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Mike Boyle:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Jeff Jordan:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Mary Wade:** \_\_\_\_\_ **Date:** \_\_\_\_\_

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**Ronni Shaw, Executive Director** \_\_\_\_\_ **Date** \_\_\_\_\_

\_\_\_\_\_  
**Karen Claud, Supervisor of Operations** \_\_\_\_\_ **Date** \_\_\_\_\_

\_\_\_\_\_  
**Shawna Daniels, Corporate Connections** \_\_\_\_\_ **Date** \_\_\_\_\_

\_\_\_\_\_  
**Sandra Pineault, Program Manager** \_\_\_\_\_ **Date** \_\_\_\_\_

\_\_\_\_\_  
**Pidge Cash, Adult Literacy Program Manager** \_\_\_\_\_ **Date** \_\_\_\_\_

## Organizational Description



**History of Organization:** *Read To Succeed* was established in the summer of 2003. Paul Vaughan, Managing Director of the Jennings and Rebecca Jones Foundation, met with professionals who were involved in literacy programs in Murfreesboro. He offered the Foundation's resources as support to a new community literacy initiative and this group of dedicated educators, social workers, agency directors, community helpers and volunteers became the Read To Succeed Council. This community partnership was created to promote reading in Rutherford County, with emphasis on family literacy.

***Read To Succeed* promotes and supports literacy by:**

- ◇ Providing trained tutors for adult learners
- ◇ Holding free public events to celebrate the written word
- ◇ Offering programs for families and students of all ages to promote literacy growth
- ◇ Establishing strong collaborations with businesses, agencies and organizations throughout Rutherford County

***Read To Succeed Programs and Events***

- ◇ Adult Literacy Program
  - Tutor In-service
  - Tutor Roundtable
  - Tutor Training
- ◇ Express Yourself Café and Conference
- ◇ Families That Read, Succeed
- ◇ Imagination Station
- ◇ One Book
- ◇ Read To Bee
- ◇ Reading in the Schools Day
- ◇ Reading Rally
- ◇ UNPLUG and Read!

## Major Accomplishments

Read To Succeed has reached much of the Rutherford County community with programs and/or a recognizable image in its first 5 years.

Read To Succeed has created a collaborative effort with a depth and width before unknown in Rutherford County, becoming a model for other initiatives.

Read To Succeed won the Tennessee Literacy Coalition's award for its Adult Literacy Program in 2006.

Read To Succeed has tripled its financial intake and greatly widened its range of funders in its first five years.

### **Read To Succeed Partners and Collaborators**

Boys & Girls Club • Bushido School of Karate • CADCOR • Chamber of Commerce • City Cable Channel 3 • Community Servants • Copy Express • Daily News Journal • DAR Col. Hardy Chapter • Department of Human Services • Discovery Center • First Books • Greenhouse Ministries • Hastings Books • Jim 'N' Nick's Bar-B-Q • Kroger • Lamar Advertising • La Vergne Library • Linebaugh Library • Loveless Photography • Middle Tennessee Medical Center • Middle Tennessee State University • MidSouth Bank • MTMEC • Murfreesboro City Schools • Murfreesboro Parks and Recreation • Murfreesboro Fire Department • Murfreesboro Housing Authority • Murfreesboro Police Department • Murfreesboro Post • Operation In As Much • Outback Steakhouse • Prospect, Inc. • Publix • Puleo's Grille • Purity Dairies • Raborn Insurance • Reeves-Sain • Rutherford County Adult Education • Rutherford County Commission • Rutherford County Schools • Rutherford Parent Magazine • Shacklett Photography • Sign Pro • Smyrna High Graphics Art Class • Smyrna-LaVergne Food Bank • Smyrna Public Rotary • State Farm Insurance • Success By 6 • Target • United Way • Upper 90 Graphics • Walmart • WGNS Radio • Winners Trophy and Sporting Goods • YMCA

## **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Assessment**

As identified in preliminary strategic planning brainstorm session

### **STRENGTHS AND ADVANTAGES:**

- Council support
- Expanding use of technology
- Committed core of volunteers and staff
- Excellent programs
- Professional, committed staff
- Found what works
- Recognition and respect in community
- Excellent media coverage
- Positive momentum
- Strong leadership
- Addressing a vital need
- Perceived success of projects
- Good organizational structure
- Good Foundation for getting businesses involved
- Strength and diversity of collaborations
- Taking a holistic approach to literacy
- Flexibility
- Recognizable image (logo & branding)
- Additional funding opportunities

### **LIMITATIONS / WEAKNESSES/ CHALLENGES:**

- Stand alone identity
- Staff has limited time and space
- Training and tasking volunteers
- Volunteer management system
- Getting businesses (new ones) involved
- Identifying gaps in collaborations
- Sustainable funding
- Diversified funding
- Community perception of holistic
- Marketing
- Growth
- Broaden community awareness of potential
- Connecting growth of Rutherford County to RTS
- ESL
- Online presence
- Money
- Adolescent literacy

## **MISSION**

***Read To Succeed***, the community literacy collaborative in Rutherford County, will promote reading, with an emphasis on family literacy. This non-profit initiative supports literacy programs and fosters awareness of the importance of reading.

### **Adult Literacy Program Mission**

The ***Read To Succeed Adult Literacy Program*** will address the basic literacy needs of adults in Rutherford County who want to develop their skills for personal and/or career development.

## **VISION**

Read To Succeed will create opportunities in Rutherford County for individuals and families to enjoy reading and improve their literacy skills.

## **VALUES**

Read To Succeed believes:

- All people should have the opportunity to fulfill their potential.
- Literacy is the gatekeeper to education, financial stability, health, relationships, and empowerment.
- Literacy should be at the forefront of community consciousness.

## I. Programming

**Purpose:** Read To Succeed will provide and support community-wide initiatives that promote literacy and foster awareness of the importance of reading.

Goal 1: Read To Succeed will develop signature literacy programs and support ongoing programs for all age groups.

**Performance Objective:** Read To Succeed will bring together a network of agencies and organizations that currently serve middle school students in order to educate practitioners about the importance of literacy and to help them integrate literacy skills and programming into their existing middle school outreach program activities.

*Tasked to: Primary responsibility of staff and council with support as needed and requested from the Executive Board.*

Goal 2: Read To Succeed will identify gaps in the literacy needs of children, youth and young adults, with particular focus on adolescents and on students in whose homes English is not the primary language (ELL).

**Performance Objective:** Read To Succeed will host a county literacy summit to bring together key “frontline” individuals that can speak to the literacy needs and gaps in Rutherford County.

*Tasked to: Primary responsibility will be with the Executive Board to initiate the planning and organization of the summit with staff and council providing supporting assistance and direction.*

Goal 3: Read To Succeed will strengthen outreach opportunities to parents.

**Performance Objectives:** Distribute Adult Literacy cards at every community event in which RTS participates, and through RTS partners and RTS events.

Raise awareness among preschool and childcare providers about educating parents about the importance of reading to their children.

*Tasked to: Staff, Council/Board members, and volunteers*

Goal 4: Read To Succeed will strengthen and expand current partnerships, establishing new partnerships with faith-based organizations, with particular focus on the northern part of Rutherford County.

**Performance Objective:** Read To Succeed will establish a network of contacts within the faith-based organizations. These contacts will be invited to attend council meetings, encouraged to disseminate information on literacy activities to their members (including RTS events and programs), provide volunteers, and be liaisons with Read To Succeed, keeping the council informed of what is happening in the faith-based community to support literacy.

*Tasked to: Staff, council and Executive Board to help identify contacts and make connections.*

## II. Money

**Purpose:** Read To Succeed will have stable and diverse funding sources that will sustain the growth of the organization.

Goal 1: Target 10% of the local corporate/business community to cultivate a relationship that will lead to financial support.

**Performance Objective:** Initiate a focus on businesses/corporations that have literacy/education corporate values; update talking points and materials to target specific “sell” to businesses; utilize staff, council and a revitalized speaker’s bureau to spread the RTS message in the business/corporate community.

*Tasked to: Executive Board with Council and Staff support*

Goal 2: Maintain yearly giving campaigns to target individual donors.

**Performance Objective:** Plan a fall RTS and a spring Adult Literacy fundraising event; create a target time frame to recruit individual donors; create a marketing plan that raises awareness and provides meaning to individual donors; create a plan to increase recurrent donations of individuals and to move towards endowment plans for long term donors.

*Tasked to: Executive Board with Council and Staff support*

Goal 3: Redistribute funding sources to provide for a stable and renewable source of financial support.

**Performance Objective:** Increase government and civic contributions by 1% over the next five years; increase direct corporate (local) contributions by 10% each year for next five years; increase individual donations by 1% each year for next five years; decrease grant funding by 10% each year for the next five years.

In five years: Grants (from educational and family foundations) are 20% of overall funding, government/civic is 10%, individual donors are 20% and corporate/ corporate foundations is 50%.

*Tasked to: Executive Board with Council and Staff support*

The Executive Board will provide financial oversight and guidance.

### **III. Needs Assessment**

**Purpose:** RTS will evaluate literacy needs of Rutherford County using a variety of measurement tools that will include formative, summative, process and impact assessment capabilities.

Goal 1: RTS will develop an assessment plan to evaluate all RTS events and programs.

*Tasked to: Staff with Council support*

Goal 2: RTS will provide an end of year summative report from RTS program evaluations to council members, grantors, and community stakeholders.

*Tasked to: Staff*

Goal 3: By end of FY 2009-2010, RTS will conduct a community impact assessment.

*Tasked to: Staff and Council with Board support*

Goal 4: In Fall of 2008, RTS will conduct a post-test literacy survey of Murfreesboro City School students. (Pre-test conducted in 2003)

*Tasked to: Staff and Council with Board support*

## IV. Marketing

Purpose: RTS will utilize a comprehensive marketing strategy to focus community resources on literacy and elevate its importance to everyone's quality of life.

Goal 1: Develop brochures aimed towards specific target audiences to showcase our community impact and to raise cultural awareness about the importance of literacy.

*Tasked to:*

Goal 2: Advocate through marketing tools that Rutherford County is a community that cares about literacy.

Tasked to:

Goal 3: Implement a three year marketing theme of "Literacy Matters" which includes buy in and support from Rutherford County governing entities.

*Tasked to:*

Goal 4: Develop a media and marketing campaign that utilizes multiple platforms to increase awareness of RTS and literacy in the community. Include focus pieces, such as posters and PSA announcements, which are distributed to TV, radio and print media outlets

*Tasked to:*

***The Executive Board and Executive Director will work together to seek professional assistance and guidance in establishing a marketing direction and accepting a marketing plan.***

**Strategic Plan Six Month Evaluation**  
(to be completed by Executive Board by January 2009)

1. Are goals and objectives being achieved? If yes, then acknowledge, reward and communicate the progress. If no, then consider the following questions.
2. Do RTS staff, Council and Board have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
3. Are the goals and objectives still realistic?
4. Should priorities be changed to put more focus on achieving the goals?
5. Should the goals be changed? (Care will be taken before making changes.)
6. What can be learned from monitoring and evaluation that can improve future planning activities and improve future monitoring and evaluation efforts?

Additional questions:

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