

**Children’s Trust Fund
Board and Staff Strategic Planning Meeting
December 10, 2013**

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Our Mission Statement

The Montana Children’s Trust Fund exists to provide financial support to local programs across the state to prevent child abuse and neglect and strengthen families.

Plans for our February 24, 2014 meeting

- a. Debrief our planning meeting, and review the contents for the Board members who weren’t present.
- b. Review the first draft Vision Statement Beki wrote for us to consider and improve upon, make edits and finalize.
- c. Jamey’s staff report, using the guidelines we provided in December.
- d. Review the contents of the revised RFP, and other progress related to this goal.
- e. Review what we learned from the Department of Commerce Information Division about existing data collection, and other progress as it relates to this goal.
- f. Taking the outline we used with Beki, address the remaining priority strategic goals.

1. Good strategic plans, and how they are utilized

The characteristics of good strategic plans include:

- Measurable goals.
- Time lines.
- Assigned responsibilities.
- A vision for the future, of what we're trying to achieve.
- Processes to achieve the vision and goals.
- Desired outcomes.
- A good infrastructure.

They are utilized by having the strategic goals and their details in front of us at all Board meetings, and spending the bulk of both our staff and Board time implementing them to the exclusion of other activities. If we are spending time on other things, we are not then spending time on the priorities we identified at this meeting.

2. Our assets, strengths, and unique role

a. What is this Trust Fund particularly good at? What positive things are we known for?

- Writing checks.
- A wealth of experience.
- Advocating for children.
- Fending off poor legislation.
- The Board's evaluating the proposals; it's good perseverance in the face of torture.
- A passion for this work.
- Openness to making things easier and more streamlined.

b. What, if anything, makes us fragile or rickety?

- Lack of data.
- Board member turnover.
- We could be a better team.
- Staff transitions.
- The tension between DPHHS and the Board; confusion about the roles and distinctions. It puts Jamey in the middle and feels like them against us.
- Jamey only works 20 hours a week.
- Adjustment to a lot of changes – new Governor, new DPHHS Director, new home location in the Prevention Resource Center – all at once with a lot of uncertainties (with the best of intentions).
- We are not a 501(c)3.
- We don't have a master calendar of our activities and deadlines.

c. What keeps us strong? What are our assets?

- Good, experienced, strong Board members.
- Jamey's training and abilities.
- VISTA workers – Nicole!
- Twenty hours a week of Jamey's time.
- A fundamental passion and core beliefs.
- CBCAP's \$200,000.

- The National Resource Center’s help.
- Accounting services from DPHHS.
- Legislative possibilities via the Director.
- The Trust Fund’s assets.

d. What is our current unique role? What do we do and provide that no one else and/or no other entity or organization does?

- We provide funds statewide for child abuse prevention.
- We focus solely on statewide prevention of abuse and neglect.
- We provide training for the programs we fund.
- The Trust Fund and responsibility to spend the \$100,000.
- The pass-through of the CBCAP \$200,000.
- Legislation and budgeted funding of \$110,000 for activities for children zero to three years old.
- Education and outreach is in our mandate.

And, said in the positive

- The Children’s Trust Fund exists to change outcomes in all children ages zero to 18 to ensure the protective factors are in place.

The target audience we focus on is parents and care givers of infants through 18 year olds.

3. A quick review of our Strategic Plan 2011-2013

- a. The activities and outcomes to be accomplished by 2013
 - I. Deliver positive messaging.
 - II. Prepare a list of accomplishments to share with legislators.
 - III. Make data-driven decisions.
 - IV. Determine strategies to address the needs through collaborative efforts.
 - V. Assure that the majority of Montanans know about the Period of Purple Crying, a new way to help parents understand this time as a normal part of infant development.
 - VI. Saturate the state with parental support and education that is compatible with early childhood education.
 - VII. Teach children tools and techniques to keep them safe.
 - VIII. Meet all fiduciary responsibilities.

- b. The goals outlined in our 2011-2013 Strategic Plan
 - I. Strengthen the relationship with DPHHS staff.
 - Clarify roles and responsibilities.
 - Clarify and oversee financial responsibilities.
 - Address ways to improve communication between MCTF Board and state staff.
 - II. Define two or three major campaigns.
 - Create a vision of an exemplary community effort.
 - Support the Council for Maternal and Child Health.
 - Provide parental support and education that is compatible with early childhood education.
 - Focus on evaluation.
 - Develop funding criteria.
 - Design a strategy to make programs more sustainable.
 - III. Increase knowledge and understanding of federal changes.
 - Develop a procedure to stay informed about federal and state initiatives that impact MCTF.
 - IV. Keep legislators informed about the MCTF.
 - Prepare a list of accomplishments to share with Legislators.
 - V. Collaborate to address needs.
 - Form a coalition or task force to expand awareness of and support for the needs of families and children in Montana.

- c. What have we accomplished in the last three years that we are very proud of? What went very well?
 - We looked at model communities and what worked very well, which informed us for the purpose of evaluation.
 - The Period of Purple Crying was started, with trainings and an action plan.
 - We are more aware of and better understand the finances.
 - We continually improved the financial reports from Fiscal.
 - We witnessed the beginnings and evolution of Best Beginnings.
 - The work of the grantees – Thrive in rural communities.
 - A good balance between funding for large and small communities.
 - Strong programs.
 - We hang in there, and help new programs, projects, and entities.
 - We do amazing work via grantees such as the program with incarcerated families, and work on Reservations by the Family Network.
 - Annual grantee meetings.

- Historical site visits.

4. Ultimately, what are we trying our best to accomplish?

a. Brainstorm: What outcomes and tangible results do we want to be responsible for over the next few years, as a Trust Fund? What will the history books written in 2025 say we accomplished between 2013 and 2020, if all goes as well as possible? If we had all the resources, people and time we needed, what would we be responsible for achieving? How do we envision Montana's children will be better as a result of our work?

- Safe, stable, nurturing relationships and environments.
- Promise Neighborhoods, all services are available in every Montana town.
- Every high school student understands and values the protective factors.
- There is no stigma about services addressing child abuse and neglect, with the need for parenting education is considered an expected norm.
- Raising children well is a community responsibility – and raising our kids is a collective priority.
- Everyone is on the same page about and trained in the universal approaches to raising children.
- The most effective approaches are commonly understood and expected.
- On-going training is widely available.
- Adequate wages are a norm in Montana.
- Evidence-based parenting support groups are everywhere.
- Parents have confidence in their parenting skills, know where to go with questions and concerns, and can advocate for themselves and their children.
- Parents have access to the services they need and want.
- On-line, current, up-to-date resources directories are available. Accessing and apply for services is easy! Universal applications are in place.

b. First draft Children's Trust Fund Vision Statements:

Regarding the children of Montana, ages birth to 18 years of age, they:

- Are born into and raised in safe, stable, nurturing environments; and
- Have parents who have confidence in their parenting skills, and who – when they have questions or concerns – access help.

Our communities:

- Provide the training and other parenting skills enhancements that people need and want;
- Have resource directories in place so families can access and apply for services in streamlined ways;
- Acknowledge the universal, best practice approaches with children – and specifically know about and value the protective factors;
- Consider raising children a priority community and collective responsibility; and
- Learn from each other about the most effective approaches, for regular quality improvements.

5. Where do we want to go next with our time and energies?

a. Brainstorm: What are the possibilities and options? What might be a good use of our collective time and money? What do we want to keep doing because we do such a good job and it's so important? What are others relying on us to do? Who ... and what are they counting on for us to do and provide? What have you always wanted us to do, and now might

be the right time? What do we need to give attention to that will help us remain strong as an organization? What can we improve about how we go about our work that helps us internally carry out our goals?

Our top five priorities:

1. Help the Promise Neighborhoods with the Northern Cheyenne / Lane Deer effort. Look at the University of Montana's work. 29 votes
2. Be the leader on research data / epidemiology to improve programs and services that relate to children. 25.5 votes
3. Continue funding the current list and approaches by local parenting programs (or ones like them). 22 votes
4. Revise our RFP process for both grantees and ourselves (in the evaluation process). Also, make it available on-line. 19 votes
5. Update and tighten the expectations, measurable goals, and deliverables of Purple. 18.5 votes

Our other suggested courses of action:

- Clarify our infrastructure. 14 votes
- Support the Family Promise programs. 13.5 votes
- Start, initiate, explore the existing data, and what else we want to collect about abuse and neglect. 10 votes
- Create and utilize a calendar of all CTF activities and deadlines. 10.5 votes
- Develop an evaluation process for the grantees' work. 8 votes
- Research the feasibility of using CBCAP funds to serve families currently receiving CPS services and what services CPS currently provides. 5 votes
- Institute the Promise Neighborhoods across Montana. 3 votes
- Develop, revise and streamline the reporting requirements of the grantees. 2 votes
- Improve the website; make it easier to find. 1 vote
- Revise the contract time period. 0 votes
- Improve education about HIPAA to better protect children and families, and so providers have all the information they need. 0 votes

6. The detailed planning for each priority goal or strategic direction

Goal #1: Streamline the RFP process.

a. Why is this goal important to us? What is its potential and on-going value?

- It is currently irritating.
- It will encourage more organizations to apply, and we can do more funding of programs.
- It will save money for both us and the grantees.
- It will save the grantees' time.
- It will save the Board's and Jamey's time.
- This is how we do a lot of our work.

b. What are we trying to achieve? What outcomes do we seek? What is the ideal result? What does victory look like?

- The Department is happy with us.
- The RFP reflects well on us.
- The proposers are happy, and spend a reasonable amount of time writing their proposals.
- There are lower printing and postage costs for everyone.
- The process is simplified!
- Applicants can apply on-line, and the Board members can review and evaluate the applications on-line, as well.
- The evaluation process is straight forward.
- Reporting expectations are clear in the RFP.

c. What activities will help us achieve these results? Name the large and small action steps.

- JoAnn can provide the five questions from the Edwards Foundation regarding creating impacts.
- Gather the RFPs from the strongest Trust Funds to look for good evaluation and reporting language to emulate.
- Arrange with the state to get our grant application on-line.
- Investigate the set up costs of using on-line applications.
- Find out what can we cut from our RFP; make it shorter. (An example: cut the content on Page 39, point C.)
- Find out what CBCAP requires, and then what the State Procurement Division requires in an RFP, and then rewrite ours to meet those two requirements to make it more reasonable.
- Invite multi-year proposals and contracts.
- Enhance the visibility of the grant opportunities.
- Change the list of projects and programs to be funded (evidence based, ...) Such as Circle of Security, Parents as Teachers, Nurturing Parents, Parenting Wisely, PPP, Love and Logic, Grandparents as Teachers, etc.
- Learn from the other states' models for 1) how to best evaluate proposals and 2) measure the outcome and evaluation of the work and activities.

- d. What benchmarks do we want to set for ourselves for the next six months, etc. to demonstrate progress is being made? Think milestones, targets, dates, products, and other things to help us be accountable to our plan.
- Janey will ask the National Resource Group to recommend which five states to request information from, specifically about RFPs, evaluation processes, and evaluation of work products. She will make these requests, and have them in hand for distribution to the Board by the end of December.
 - JoAnn will get the five questions used by the Edwards Foundation about creating impacts and distribute them to the whole Board and Jamey.
 - Jamey will find out the basic costs of putting our application on-line by January 15.
 - The Board will analyze these costs and approve them in a timely way.
 - Find out what CPBAC requires in the RFP, (to strive for focusing on those requirements and reduce the content of our RFP), in January.
 - Also, go to the Procurement Division with an outline of what we want, and meet with them about how to reduce the size and content of our RFP – in January.
 - Send out the revised RFP by April 1, 2014. The deadline for proposers will be May 1.
 - By May 30, 2014, review the proposals.
- e. Who or what team of people will be responsible?
Clementine, with the help of Gary Mihelish / the Mental Health Trust Fund. Clementine will convene the meetings.

Goal #2: Be the leader on research data / epidemiology to improve programs and services that relate to children.

- a. Why is this goal important to us? What is its potential and on-going value?
- We are in the dark until this takes place.
 - Somebody has to do this, and we can be helpful to so many existing efforts.
 - We can use it for policy change initiatives.
 - A lot of data exists that could be accumulated and would provide insights.
- b. What are we trying to achieve? What outcomes do we seek? What is the ideal result? What does victory look like?
- A good picture exists of what is most important to strengthen families.
 - There is a big picture examination.
 - There is evidence for using the most effective interventions.
 - There is information to share with State agencies that will benefit their programs.
 - We will be better able to decide how to allocate the Fund's resources to accomplish our mission – and to advocate for system changes.

- c. What activities will help us achieve these results? Name the large and small action steps.
- Contact the Department of Commerce Census and Economic Information Center, 301 S. Park Avenue, 841-2740 about what we are looking for. As a first step, identify our questions, and then meet with them about what they can provide.
 - Take stock of what data currently exists.
 - Identify what we’re trying to accomplish. The problem is: We don’t know what data exists, and we need more data about risk and protective factors, county-by-county. We don’t know very much about the level of need.
 - Identify partners to join in this research effort. Perhaps convene a meeting so we can do a wide assessment of what exists and what is needed.
- d. What benchmarks do we want to set for ourselves for the next six months, etc. to demonstrate progress is being made? Think milestones, targets, dates, products, and other things to help us be accountable to our plan.
- Meet with the Census and Economic Information Center staff to get their advice, by February 1, 2013.
 - Name the next steps by February 15.
- e. Who or what team of people will be responsible?
Mary, Casey, JoAnn and Jamey. Mary will convene our meetings.

7. Planning meeting evaluations summary

- a. What were the most productive or helpful or interesting parts of today's meeting?
- Brainstorming action ideas. – What will be fun to do?
 - Setting our goals. – The lists.
 - Visual, organized presentation of thoughts, ideas and plans.
 - Brainstorming and moving forward in a positive, cohesive approach to address the weaknesses of the Board.
- b. What were the least productive or helpful or interesting parts today's meeting?
- None. – Evaluation.
 - Board members missing. – Today was productive and on track mostly.
 - ?
- c. Did you accomplish what you wanted to accomplish? If so, what subjects or issues or topics were they?
- Yes, strategic plan is coming along nicely. – Developing action steps to move forward.
 - Almost.
 - Yes, great start: date, Purple, contract revamp.
 - Wasn't sure what to expect. So sure. Action steps were helpful.
 - Yes, getting the Board on track with a solid, productive strategic plan.
- d. What changes and improvements would you suggest for future sessions like these to make them as successful as possible?
- More time. Break into two time slots, such as afternoon first day and morning second day.
 - All Board members present.
 - Keep on track and timely. Keep organized. All Board members present.
 - Make it a bit longer.
- e. What would you recommend we leave exactly the same?
- Beki's straight forward and honest approach. – The DRIVE forward.
 - Continue to utilize Beki's expertise. – The organization from today was nice.
 - The weeding / vetting process.
 - Facilitator guiding and keeping the Board focused.
- f. Any other feedback, comments, or suggestions you would care to make?
- THANK YOU!
 - Great job leading the group.
 - Thanks!
 - You're great.