



2011 ANNUAL COMMITMENTS

CPN Program Goals		
Goal 1: During 2011, CPN will create and begin implementing the first year of a 3-year prioritized “resource infusion” plan in each of the four CPN elementary schools (James Simons, Sanders-Clyde, Mary Ford, Chicora)		
Objective(s)	Evidence of Success/Deliverables	Milestone Date(s)
Each plan will include a prioritized menu of phased services and programs that incorporate evidence-based best practices designed to increase academic achievement by focusing on the following areas: <ol style="list-style-type: none"> 1. Strengthening Principal Leadership 2. Improving Teaching Quality 3. Increasing Parental Involvement 4. High Quality In-School Supports (counseling, tutoring, healthcare, behavioral supports) 5. Safe and Outcomes-Focused Extended Learning environments (extended day, extended year) 6. Stabilizing Sustainable Funding for Necessary Programs and Services 	CPN "Ideal Elementary School" Template	February 28, 2011
	Baseline Reports on Each School	March 31, 2011
	Detailed Resource Infusion Draft Plans	April 30, 2011
	Finalized Plans Incorporating Community Input and Feedback	May 31, 2011
	Finalized Partnership Agreements Based on Standardized Partnership Criteria and Incorporating Unique School Needs/Assets and Best Practices	July 31, 2011
	Phase 1 Resource Infusion into Schools According to Plans	August 31, 2011
	Monthly “Investor and Partner” reports	Oct-December, 2011
	Baseline-to-Benchmark Indicators Report	December 31, 2011

Goal 2: During 2011, CPN will begin implementing an evidence-based community engagement plan designed to inform, engage, and catalyze community residents to create grassroots-level change within the Neighborhood		
Objective(s)	Evidence of Success/Deliverables	Milestone Date(s)
Provide CPN staff support to a resident-led Community Engagement Council (CEC) that will use prioritized feedback from key neighborhood leaders to prepare a work plan to address 3-5 key priorities for the Neighborhood.	Key Neighborhood Leader Interviews	March 31, 2011
	Work Plan Finalized	April 30, 2011
	End of the Year Summary of Measurable Resident-Led Outcomes	December 31, 2011
Empower residents to serve in a leadership and governance role for CPN and guide our strategy.	Regular and Active Participation of Community Engagement Council Co-Chairs in CPN Quarterly Board Meetings	January, 2011 April, 2011 July, 2011 December, 2011
Work closely with CEC, other Neighborhood leaders, and the Trident United Way to implement a full menu of "Caring and Sharing" Neighborhood-based projects within the CPN.	Projects Submitted to TUW	July 1, 2011
	Projects Implemented Throughout CPN	September 9, 2011
	Action plans for ongoing resident-led maintenance of projects	September 9, 2011

CPN Information & Outcomes Measurement Systems Goals

Goal 1: During 2011, CPN will implement the first phase of the design, development and implementation of information and case management systems that will enable CPN to collect real-time data and to effectively measure outcomes for the children and families served by the four CPN elementary schools.

Objective(s)	Evidence of Success/Deliverables	Milestone Date(s)
Work in tandem with CCSD, Blackbaud, Trident United Way, the Coastal Community Foundation, The Riley Institute for Livable Communities at the College of Charleston, and the Citadel to develop appropriate evidence-based outcomes indicators for measuring the success of the School Infusion Program.	An agreed upon set of metrics designed to measure academic and other outcomes indicators for the children who live in the Neighborhood and attend CPN elementary schools.	June 30, 2011
Work closely with CCSD, Blackbaud and key nonprofit partners to identify key requirements and buy or build an integrated financial, case management and longitudinal data warehouse system that will enable CPN to collect and integrate data from CCSD and partners at the resource-infused elementary schools.	Final design and scope of work for end-to-end outcomes measurement system that dovetails with financial systems.	December 31, 2011

Goal 2 continued on next page

Goal 2: During 2011, CPN will develop appropriate information systems, databases, and repositories to appropriately document and capture CPN’s planning, workflow, and processes to ensure that CPN will be able to serve as an effective, efficient, replicable and scalable model for other local, regional and national initiatives focused on transforming communities.		
Objective(s)	Evidence of Success/Deliverables	Milestone Date(s)
Collaborate with Trident United Way and the Coastal Community Foundation to develop and share a growing library of best practices research that can be accessed and leveraged by the community as a whole.	An online searchable repository of best practices resources.	March 30, 2011
Develop effective and efficient communication processes and procedures designed to address, at minimum, the following challenges: <ul style="list-style-type: none"> • A multi-generational staff and volunteer workforce with diverse technology competencies and systems, working in multiple remote locations (staff) • A pipeline of community, governmental and institutional partners, both as funders and as program partners (partners and investors) • An intentional lack of access to email and phone by teachers during the school day (indirect service recipients) • A widespread lack of access to technology for families within the community we serve (direct service recipients) 	Targeted communications practices and processes in place.	March 30, 2011
Develop a searchable and accessible repository of information about Neighborhood assets and organizations, including: Small Businesses Nonprofit Organizations Governmental Resources Demographic and Other Place-Based Data	Database for internal analysis use created.	June 30, 2011
	Resource for public use created, available, and accessible to Neighborhood residents.	August 31, 2011

CPN Marketing, Public Relations, and Community Outreach Goals		
Goal 1: During 2011, CPN will maintain a constant public presence within the Charleston regional area, and will continually educate potential and existing donors, non-profit, governmental and business partners, and area residents about its mission, goals and achievements.		
Objective(s)	Evidence of Success/Deliverables	Milestone Date(s)
CPN will ensure that members of the Charleston City Council, North Charleston City Council, Charleston County School Board and Charleston County Council are educated about, and supportive of, CPN's goals and objectives.	Governmental entities will approve funding for CPN and other strategic initiatives.	June 30, 2011
CPN will prepare and implement a detailed marketing plan which educates and informs all of our target audiences.	Marketing plan and outreach calendar prepared.	March 30, 2011
CPN will collaborate with partners to plan and host a CPN-wide event which increases awareness of CPN goals and progress.	A plan will have been developed, with input from CCSD, which leverages the successful strategies of CCSD's "From Boyz to Gentlemen" event.	June 30, 2011
Goal 2: During 2011, CPN will create and maintain a positive and supportive public image through printed media, radio and television.		
Objective(s)	Evidence of Success/Deliverables	Milestone Date(s)
CPN will enact and employ a strategy to effectively leverage newspaper articles, public service announcements, press releases and other opportunities to publicize our goals and accomplishments.	CPN messaging will be evident and present throughout the Charleston region through a variety of sources as evidenced by the "In The News" section of the CPN website.	May 31, 2011

CPN Fundraising Goals

Goal 1: During 2011, CPN will have raised \$200,000 in total non-governmental and non-board funds before June 30, 2011. and will have made substantial progress towards its FY 2012 goal of \$500,000 in non-governmental and non-Board funds before the end of calendar year 2011.

Objective(s)	Evidence of Success/Deliverables	Milestone Date(s)
CPN will have a fundraising strategy in place to target corporate and foundation sources.	A written plan will have been developed which will address these additional sources.	March 30, 2011
CPN will raise \$150,000 of additional non-partner, non-board funding to meet goal.	Financials will reflect \$150,000 in additional revenue from individuals not represented on the CPN Board.	June 30, 2011
CPN will raise \$200,000 of non-partner, non-Board funding in Q3 and Q4 of the calendar year (July-December, 2011)	Financials will reflect \$200,000 in revenue from individuals not represented on the CPN Board.	December 31, 2011
CPN will increase the number of first time donors and seek expansion of multi-year gifts and formalize a process for stewardship and follow-up with donors.	Reports on fundraising status will include increases over 2010 numbers. - Procedures for stewardship of donors will be in place.	April 30, 2011

Goal 2: During 2011, CPN will have established opportunities for community giving in order to facilitate individual gifts from Charleston residents and specifically residents living in the Neighborhood.

Objective(s)	Evidence of Success/Deliverables	Milestone Date(s)
CPN will facilitate donation ease at the individual level and accessibility for entry level first time donors.	Charleston Promise will have a written plan for engaging and cultivating individual donors and individual donations from \$1- \$500 will increase.	May 30, 2011

CPN Financial Management Goals

Goal 1: During 2011, CPN will continue to be a knowledgeable and responsible steward of the financial resources entrusted to us by donor/investors, partners, and the community.

Objective(s)	Evidence of Success/Deliverables	Milestone Date(s)
As CPN transitions from fiscal agency under the Coastal Community Foundation to IRS-approved tax exempt status, CPN will comply with legally mandated financial requirements, adhere to sound accounting principles, and continue to put in place effective internal controls to ensure strong and prudent fiscal responsibility.	Implementation of Blackbaud Financial Edge at CPN	June 30, 2011
	Board members with financial expertise	Current and ongoing
	Regular Board review of financials	Quarterly
	Clear policies, practices and written procedures that meet or exceed South Carolina Association for Nonprofit Organizations (SCANPO) Best Practices for Financial Management	To coincide with date of transition.
CPN cash reserves will continue to be sufficient to ensure a minimum of two months of operating reserve	Balance sheet reflects sufficient reserves	Ongoing
CPN will continue to operate in accordance with an annual budget approved by the Board that is consistent with the organization’s vision, strategic direction, and values.	Current budget Board-approved and monitored	Ongoing
	Board-approved annual budget	June 30, 2011
CPN will operate with a minimum of 75% of expenses dedicated to program.	Year –end expense allocation analysis	January 15 of following year (2012)

CPN Board, Staff and Volunteer Goals

Goal 1: During 2011, the CPN Board of Directors will adopt, maintain and function according to “best in class” principles.		
Objective(s)	Evidence of Success/Deliverables	Milestone Date(s)
CPN Board members will attend a minimum of three quarterly Board meeting and 75% of all committee meetings.	Annual Attendance Analysis	December 31, 2011
The CPN Board will conduct an annual review of its performance which incorporates South Carolina Association for Nonprofit Organizations (SCANPO) Best Practices for governance.	Annual Written Board Evaluation	February 1 of the following year (2012)
The CPN Board will annually decide whether to undertake a planning session or to invest in Board training.	Discussion and decision reflected in Board meeting minutes.	December, 2011 for 2012 plan.
Goal 2: During 2011, CPN will continue to build, foster and retain a high-performance team that incorporates performance-based goals and evaluation.		
Objective(s)	Evidence of Success/Deliverables	Milestone Date(s)
Every CPN Team Member, will have individual and team performance-based goals and objectives tied directly to the successful implementation of the annual operating plan that are specific, measurable, attainable, realistic and timely.	Individual written goals in place and operating plan reflects success at milestone dates. Quarterly reviews of goals with each team member, and revision as necessary.	February 28, 2011 April, 2011, August, 2011
Every CPN Team Member will have annual performance-based written evaluations that reflect individual and team accomplishments and areas for professional growth and development.	Written annual performance reviews and professional development plan in place for the subsequent year.	December 31, 2011
Goal 3: During 2011, CPN will work closely with CCSD and partner organizations to develop appropriate processes and procedures to effectively leverage individual, governmental, and corporate volunteers to support all four school infusion plans as well as to enhance community engagement.		
Objective(s)	Evidence of Success/Deliverables	Milestone Date(s)
CPN will develop a “volunteer infusion mini-plan” that meets best practices, ensures child safety, and successfully recruits, stewards and retains volunteers to supplement staff resources. Ensure that mini-plans can be implemented effectively and efficiently, both within and across school and community partners.	Volunteer recruitment, training, and stewardship are addressed as part of each separate school infusion plan.	April 30, 2011