THE CHILDREN'S TRUST

Program Metrics – Growth Planning For Providers

Goal: Develop of high-quality services for children and families by using program metrics to inform what we do.

GROWTH PLAN OVERVIEW

One of the Children's Trust organizational priorities is to increase our community impact by continuously improving the quality of services we offer throughout Miami-Dade County. To measure this progress, we partner with our providers to create a growth plan. A growth plan is simple framework that allows providers, line staff, program management and Trust staff an opportunity to strategize about how improve a specific area related to Program Metrics. Each provider will have to complete a growth plan(s) based on the analysis of the performance data in Trust Central to achieve the desired result.

Using the acronym S.M.A.R.T (specific, measurable, achievable, realistic, time-based) will offer guidance and promote structure when developing how to best approach the growth planning (refer to pg. 7).

A growth plan can be designed to address one individual component. However, for situations where the solution proposed might impact more than one area, the growth plan allows for more than one Metrics component to be selected. If a provider has identified a common root cause for several challenges, there should be only one plan. The system allows the provider to mark all that apply. The plan may entail many different types of strategies including fundraising, board development, etc. Strategies must directly relate to the analysis of the performance data. The following are some examples (optional) of resources that can be used for Growth Planning:

- Trust Academy is One-Stop Shop for Live Event Training and Online Courses
- For YD K-5 and YD 6-12 providers, the technical assistance plan given by Project Rise in the areas of Fitness, Literacy, and Behavior Management
- For K-5 providers, feedback provided in the summer from F.I.U. Reading Explorers
- For all providers, Feedback from Advocacy Network for Disabilities
- For Family and Neighborhood Support partnerships, the Strengthening Families Self-Assessment Tool for Community-Based Programs

***Feedback and/or reports from other funders can also be used if they relate to the analysis of the performance data for your Trust funded program(s).

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HOW TO PREAPRE FOR GROWTH PLAN MEETING

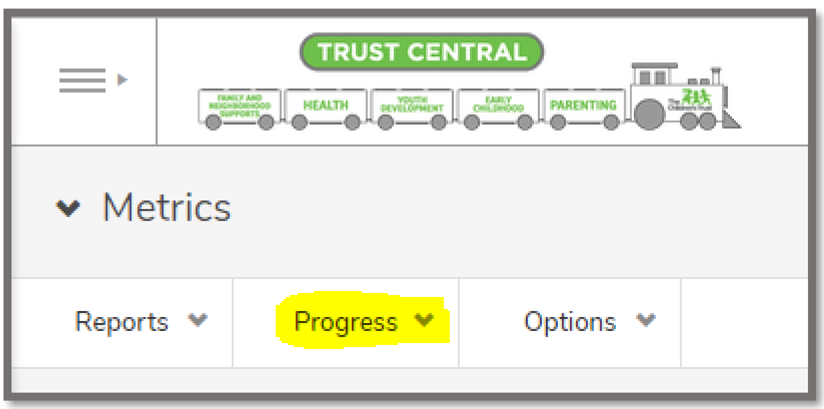
- Review all performance metrics (e.g. SAMIS Programmatic, Metrics, CAT observations etc.) in Trust Central to see which areas need improvement
- Meet with the programs internal team to discuss how to prioritize which program areas to address in the growth plan
- Schedule a meeting with the Program Manager to discuss program team's approach to address the growth plan

INPUT OF GROWTH PLAN ITEMS IN TRUST CENTRAL

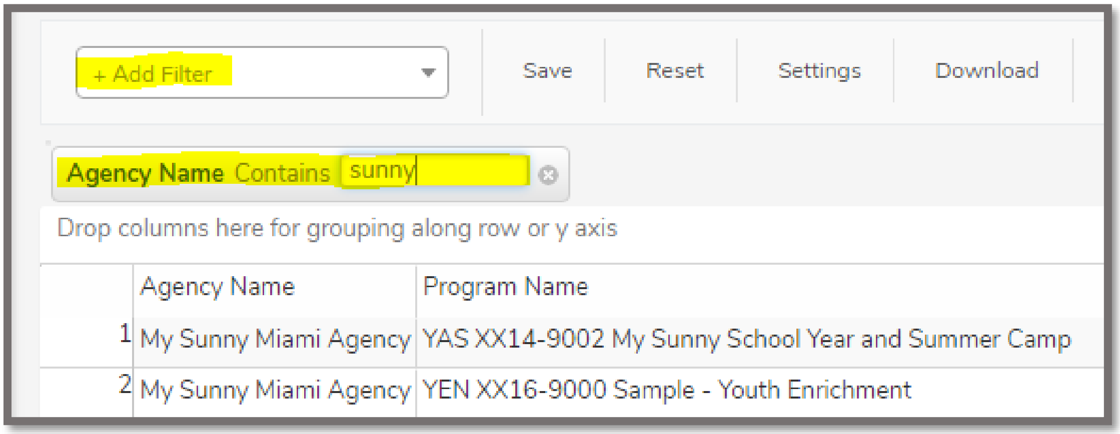
Access to input information into the Trust Central Growth Plan is provided to the Program Manager and to the designated staff member of the provider agency. It is expected that all strategies and action items will be entered during the Growth Planning conversation. Providers have the option to update current Growth Plans or create new ones ensuring that there is always an active growth plan in place.

The following are step-by-step instructions on how to manage your Growth Plans in Trust Central

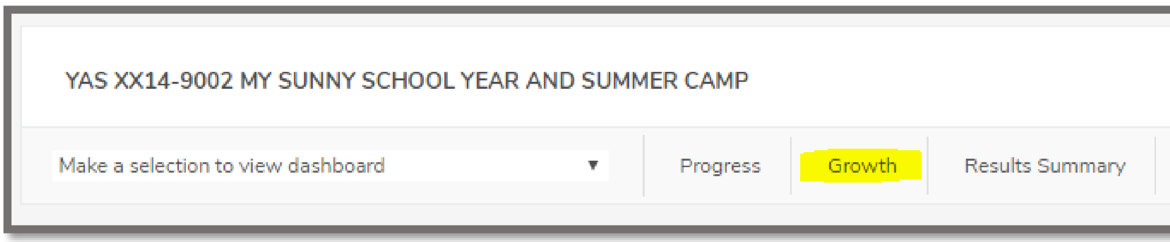
1. Log in to Trust Central and navigate to the Metrics section
2. Click on the Progress tab in the upper-left menu



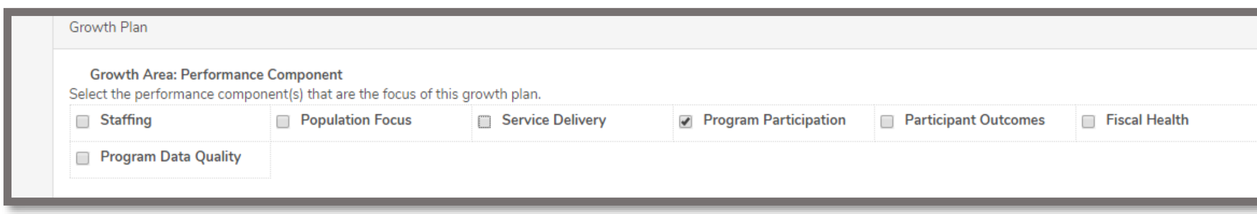
3. Use the filter options in the upper-left to search for and click on the Contract you are looking for



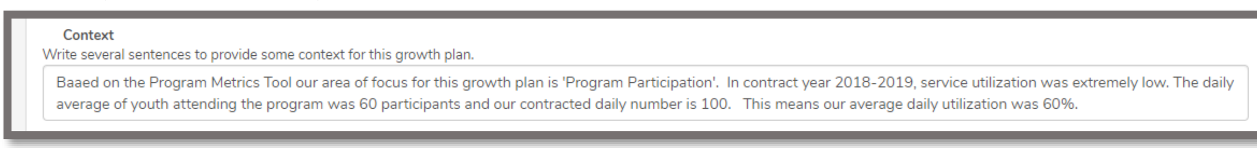
4. Click on the Growth tab on the menu below your Program Name



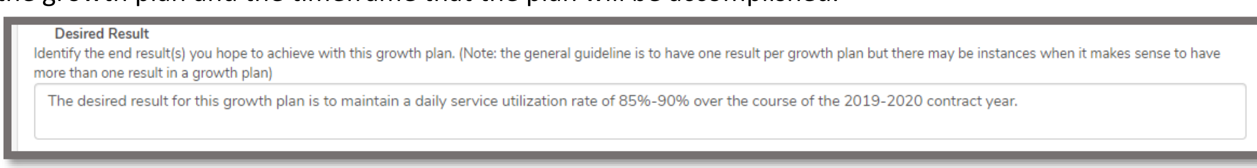
5. Select the Growth Area' Performance Component' that will be focus on for the next few months.



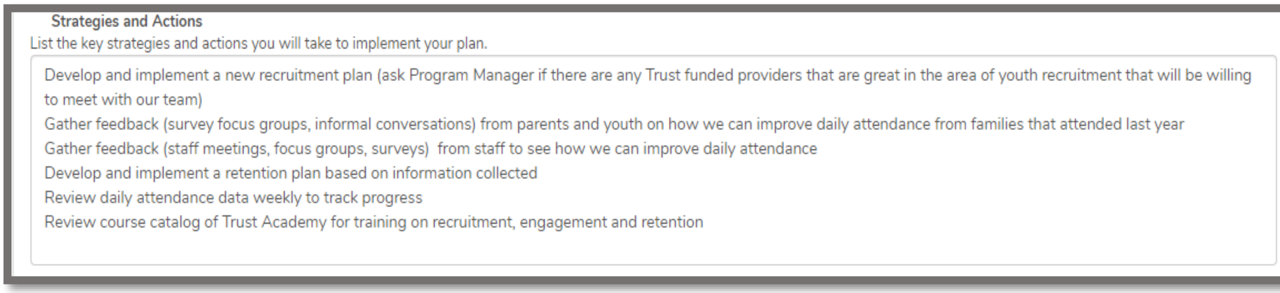
6. 'Context', please provide some historic information for the decision to develop a growth plan in the selected performance component.



7. 'Desired Result' should be clearly stated in one to two sentences that captures the overall goal of the growth plan and the timeframe that the plan will be accomplished.



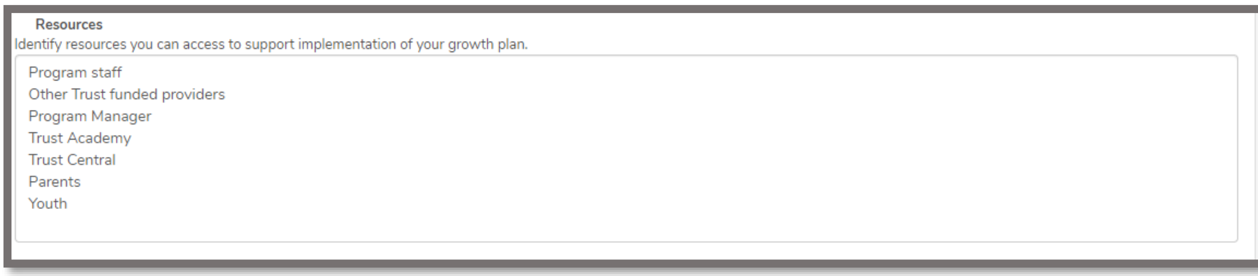
8. 'Strategies and Actions': List the main actionable steps that will lead to improvement and the success to the overall goal of the growth plan.



Strategies and Actions
List the key strategies and actions you will take to implement your plan.

Develop and implement a new recruitment plan (ask Program Manager if there are any Trust funded providers that are great in the area of youth recruitment that will be willing to meet with our team)
Gather feedback (survey focus groups, informal conversations) from parents and youth on how we can improve daily attendance from families that attended last year
Gather feedback (staff meetings, focus groups, surveys) from staff to see how we can improve daily attendance
Develop and implement a retention plan based on information collected
Review daily attendance data weekly to track progress
Review course catalog of Trust Academy for training on recruitment, engagement and retention

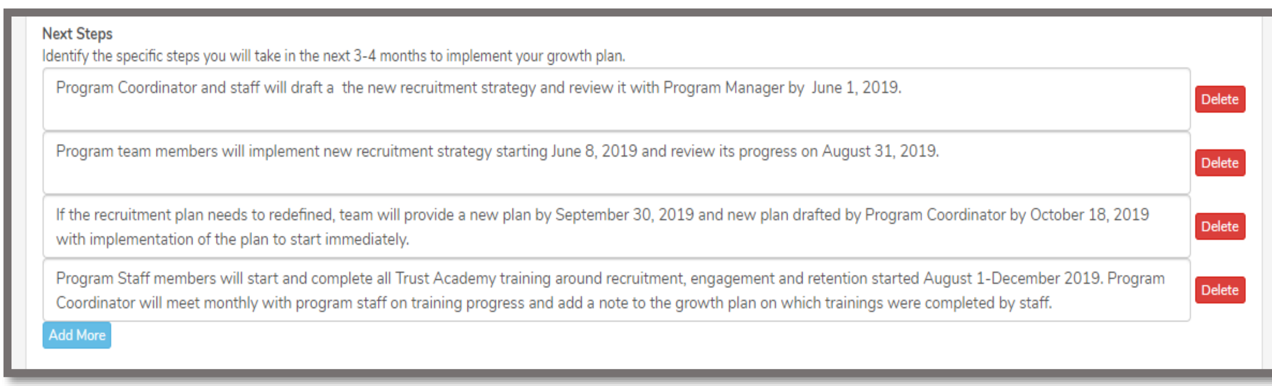
9. 'Resource': List the possible resouces needed to make your growth plan achievable.



Resources
Identify resources you can access to support implementation of your growth plan.

Program staff
Other Trust funded providers
Program Manager
Trust Academy
Trust Central
Parents
Youth

10. 'Next Step': List the major steps for the growth plan. The steps should be clear, name the person who is resposible and the due date or timeframe which the step will be completed. Each step should be listed individually. To add steps, click 'Add More' to open another box.



Next Steps
Identify the specific steps you will take in the next 3-4 months to implement your growth plan.

Program Coordinator and staff will draft a the new recruitment strategy and review it with Program Manager by June 1, 2019. Delete

Program team members will implement new recruitment strategy starting June 8, 2019 and review its progress on August 31, 2019. Delete

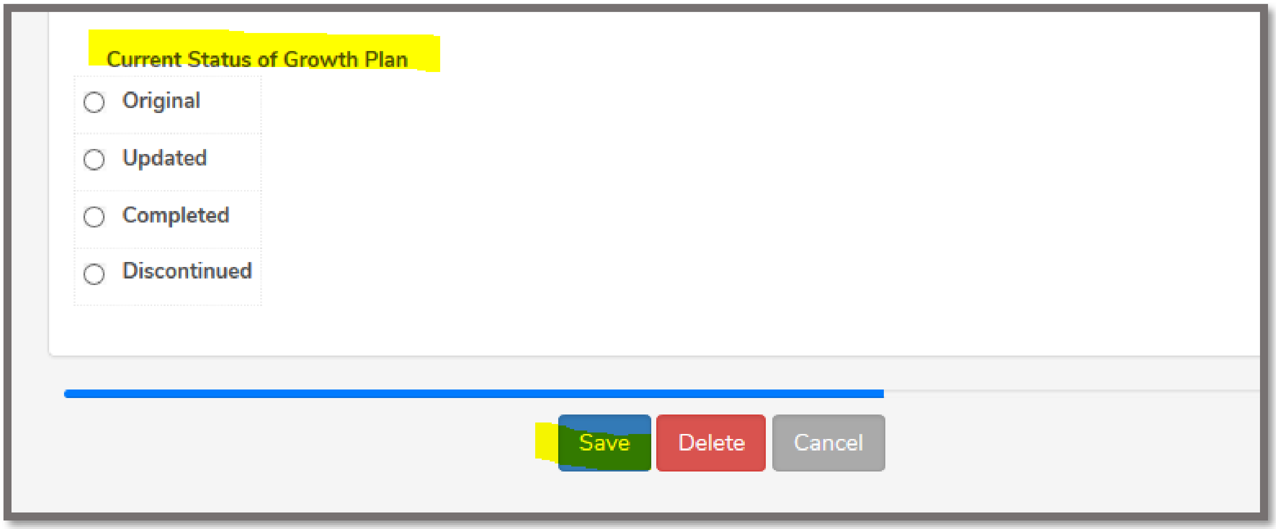
If the recruitment plan needs to redefined, team will provide a new plan by September 30, 2019 and new plan drafted by Program Coordinator by October 18, 2019 with implementation of the plan to start immediately. Delete

Program Staff members will start and complete all Trust Academy training around recruitment, engagement and retention started August 1-December 2019. Program Coordinator will meet monthly with program staff on training progress and add a note to the growth plan on which trainings were completed by staff. Delete

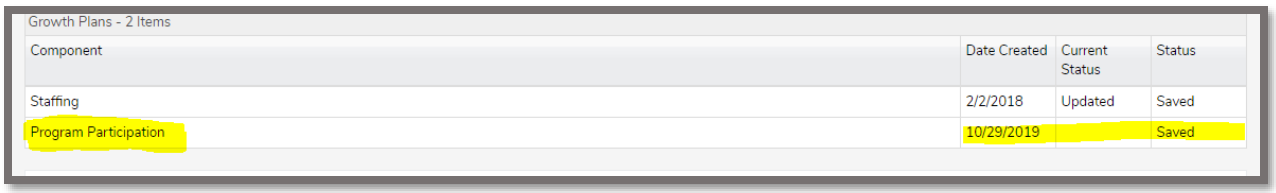
Add More

11. When you leave the site, click '**Save**'. If you are not able to complete the plan in one sitting, the plan can be edited if you **do not** click a button under **'Current Status of Growth**

Plan'.



12. When you are ready to complete the growth plan, follow steps 1-4 and click on the latest save version of the growth plan.



Growth Plans - 2 Items

Component	Date Created	Current Status	Status
Staffing	2/2/2018	Updated	Saved
Program Participation	10/29/2019		Saved

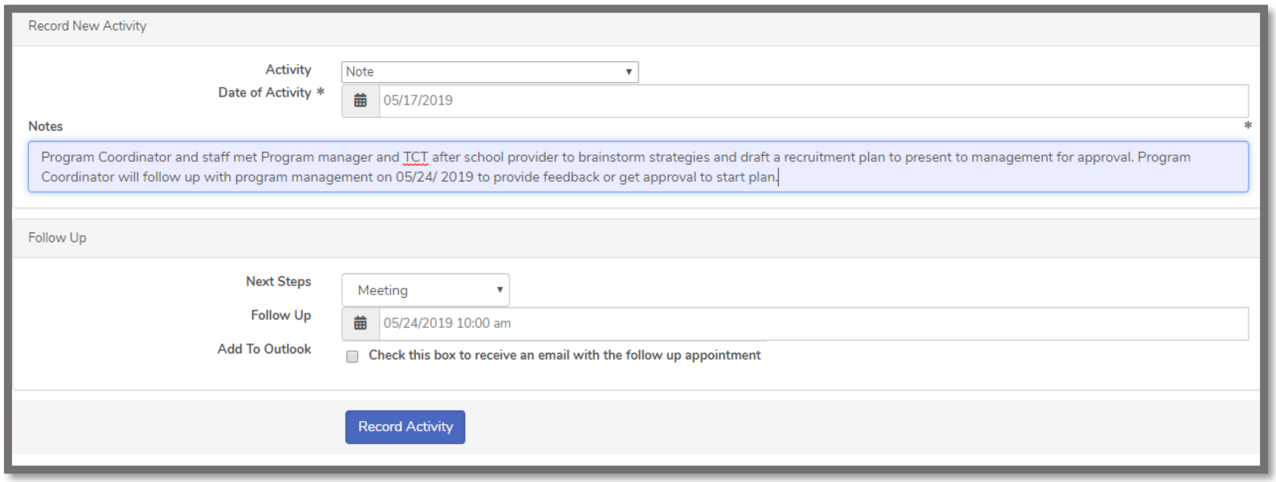
13. Notify your Program Manager that the growth plan is ready for review. Once the growth plan is approved. Click "Original" under 'Current Status of Growth Plan". **Please note that once you mark a button under 'Current Status of Growth Plan' and click '<u>Save'</u>, it can no longer be edited, and any changes after this point will have to be made as a separate, updated entry**.

HOW TO UPDATE GROWTH PLAN

1. To document the progress of the growth plan, use the notes function when you complete any steps listed on the growth plan. Notes can be added at any time during the growth plan cycle.

2. To add note, click the note button.

3. Enter the relevant information concerning the actions taken towards accomplishing the steps listed.

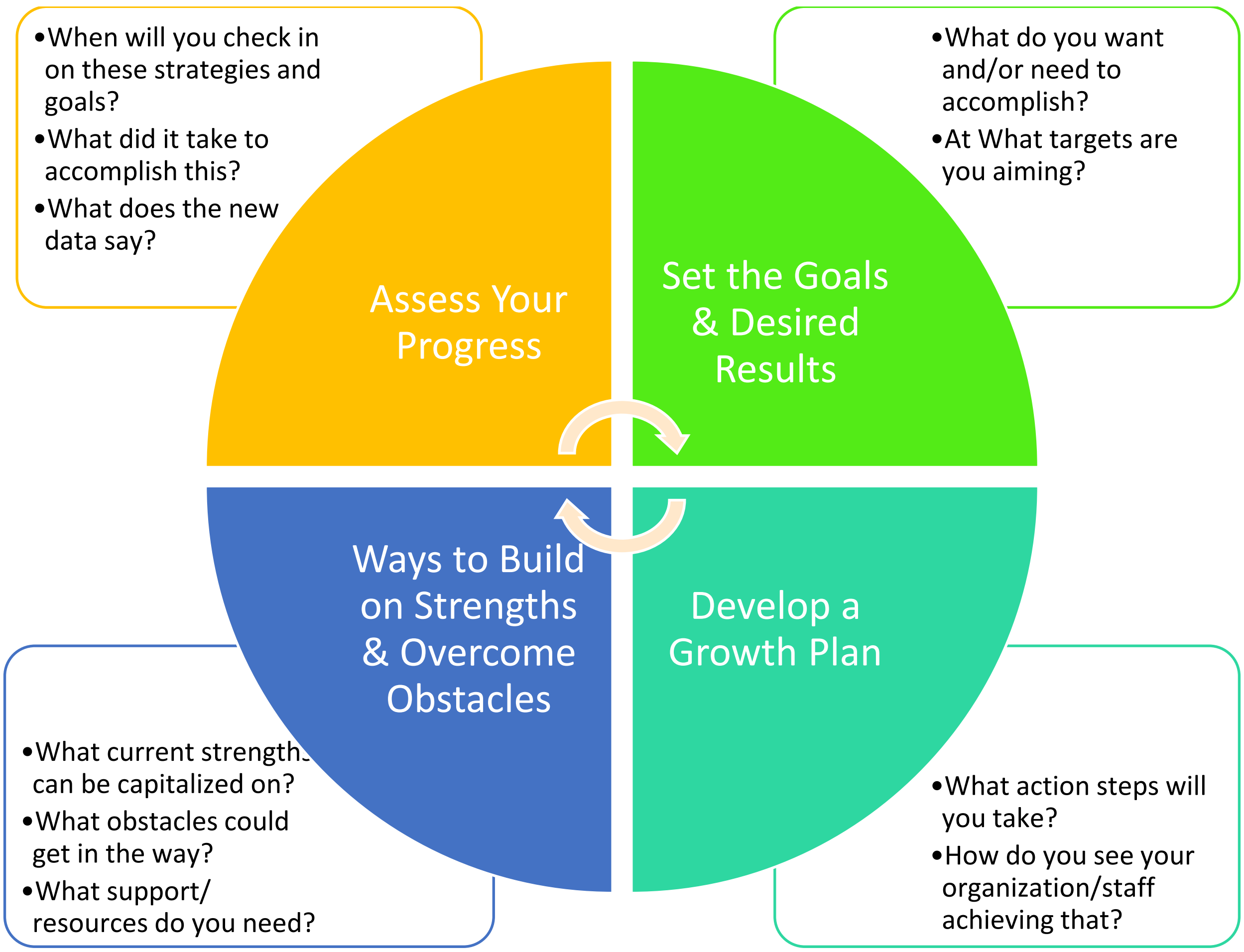


4. The Program Manager will periodically review the progress of the growth plan using the notes since this is a historic record of what has occurred during the evolution of the growth plan.
5. Once the growth plan is complete, please contact the Program Manager before marking 'Completed'.

Timing Expectation

There should be detailed notes on the progress of the growth plan. Growth Plan for August 1 contracts is due on **November 15.** Progress will be reviewed periodically with quarterly progress expected: **February 15, May 15, and August 15**.

Process for Effective Growth



Communicating the Goals Effectively