

# Rockingham County Partnership for Children



## Request for Proposals: Development of a Strategic Roadmap

### Background and Purpose

Established in 1998, the Rockingham County Partnership for Children (RCPC) is a public, private non-profit organization, which administers Smart Start funds and services for children ages birth through five and their families in Rockingham County, North Carolina. Smart Start is North Carolina's statewide, award-winning early childhood initiative. Limited additional funding is available to extend services to school-age children and their families.

The mission of RCPC is ensuring children enter school healthy and ready to succeed. Governed by a 15 member Board of Directors the Partnership focuses its services on children prenatal to age 5 (kindergarten entry) who live in Rockingham County.

The six primary goals of RCPC, established during a strategic planning process in 2013-2014 are:

1. To increase the number of families accessing early childhood services in Rockingham County;
2. To ensure that all children receive preventative care and services responsive to their individual needs
3. To support access to high quality early childhood environments for all children
4. To ensure the availability and use of services to strengthen and empower parents as they raise their children
5. To expand and diversify resources available for early childhood services
6. To strengthen the organizational capacity of the agency

The purpose of this RFP is to seek assistance with shaping and planning for the agency's' future to ensure we best meet the needs of young children and their families in Rockingham County.

### What We Currently Do

RCPC provides an array of early childhood services targeted at children prenatal to age 5 and their families. Funded programs fall into one of three categories:

- Early Care and Education: programs targeted at the county's early childhood facilities (child care centers and classrooms) and the educators working in these facilities. Programs aim to improve or maintain the quality of care offered to young children in licensed and regulated child care.
- Family Support: programs targeted at families with children prenatal to age 5. Programs work to strengthen families in the community.
- Health: programs targeted at overall health and wellness for children prenatal to age 5. Programs work to ensure families have appropriate prenatal care, a primary provider of medical care and up to date immunizations. Programs also focus on reducing childhood obesity and meeting families mental health needs.

RCPC is concerned about the healthy development of all children. While some programs must have a priority to serve the neediest children, through collaborative efforts with county agencies and numerous other organizations the agency has been able to expand services to those children and families who typically fall through the cracks. The organization also has a focus on equity-ensuring there is equity

across the programs and services delivered and fostering a broader awareness of equity issues across our community and with partnering agencies.

The Rockingham County Partnership for Children operationalizes these aims through the following programs and activities:

- Child Care Resource & Referral (CCR&R)-providing child care referrals for families, working to increase the quality of childcare countywide
- Early Childhood Education Incentives-providing financial incentives to early childhood educators who further their education in college level early childhood education, financial incentives to reduce teacher turnover rates in early childhood environments
- WAGE\$-salary supplements for low paid early childhood educators
- Parents as Teachers (PAT)-providing developmentally appropriate, educational home visits for families to provide support and build their confidence in their parenting skills
- Child Care Affordability (Subsidy)-assisting qualifying families with financial assistance for high quality child care services
- Reach Out and Read-partners with medical practices to provide age appropriate books to children birth-5 years during their well child checkup while parents receive information regarding the importance of reading to their children
- Dolly Parton's Imagination Library-providing free, age appropriate books to children under age 5 who lives in Rockingham County on a monthly basis
- North Carolina Pre-kindergarten Program-providing high quality pre-kindergarten experiences to eligible 4 year olds countywide
- Adolescent Parenting Program-This initiative expands existing services to adolescent parents through the Parents as Teachers program as well as other educational workshops and experiences.
- Program Coordination/Evaluation-ensuring that funded activities are achieving projected goals
- Nurse Family Partnership (NFP): NFP is an evidence based, intensive home visiting program for first-time, at-risk mothers who enroll by their 28<sup>th</sup> week of pregnancy and are served until their child turns 2.

### What We Need/Want

In our 20<sup>th</sup> year of providing services, our Board of Directors and Staff want to take part in an inclusive and forward-thinking strategic planning process that will result in a clear roadmap for our agency for the next three years. We want this process to include:

- Activating institutional memory to create a thorough and shared understanding of our current and past work in the community
- Gathering data and feedback from community partners, service recipients, board and staff members about community needs
- Facilitating a workgroup made up of board and staff members who will serve as the key planning group for the process
- A facilitated board and staff retreat to:
  - review the agency mission statement
  - establish shared agency values
  - provide input into the developing strategic plan
- The creation of a planning document that:
  - is clear and easy to understand
  - contains actionable goals, objective and benchmarks

- includes a timeline and plan for reviewing and documenting agency progress on a regular basis.

### Compensation

The Rockingham County Partnership for Children will compensate the organization or individual on an agreed upon schedule throughout the contract period. Compensation for the work is not expected to exceed \$7,500.

### Responding to the RFP

Proposed Timeline for the process: March-June 2018

*(May be negotiable based on agency and/or contractor needs.)*

Individuals/organizations responding to the RFP should provide the following:

#### 1) Describe your background and qualifications to complete the work.

- Knowledge and expertise in the development of strategic plans
- Experience in the design of guiding documents that align strategic priorities for non-profit agencies
- Experience in stakeholder engagement and facilitation of group process
- Facilitation of retreats to both encourage participation and limit monopolizing of conversations
- Provide of technical assistance to staff members for plan implementation.

#### 2) Describe how the planning process will flow and the timeframe for completion.

- Meet initially with RCPC's Executive Director and key Board members to review the proposed process and set goals and timelines.
- Facilitate and work closely with a Strategic Planning Task Force made up of Board, staff and community members to review RCPC's vision, mission and goals, discuss strengths and weaknesses of the current plan
- Design, plan and facilitate a Board/Staff retreat to include board and staff members in the work of the task force and further the strategic planning process.
- Produce and share with board and staff a report that summarizes and synthesizes feedback and decisions about goals, objectives, strategies, benchmarks and implementation.

#### 3) Budget

- Please ensure that your proposal includes a not-to-exceed cost with accompanying budget detailing the number of hours proposed, hourly rate, and other expenses.

**RFP responses are due by 5pm on Friday, February 9<sup>th</sup> and may be submitted to:**

Heather Adams, Executive Director  
heathera@rockinghamkids.org

Questions about the process may be directed to:

Heather Adams, Executive Director  
heathera@rockinghamkids.org  
(336) 342-9676