

**XYZ County First Steps**

***Vision 2020 Needs and Resources Assessment***

**DEADLINE: December 30, 2016**

**SUMMARY**

Per First Steps legislation (Section 59-152-70), each First Steps partnership must coordinate a collaborative effort which will bring the community together to identify the county’s needs and available resources. From this needs and resources assessment, the partnerships must develop a long-term plan that aligns with the legislative goals of First Steps and addresses the unmet needs of children 0-5 in the community without duplicating services. In 2010, the State Office completed the **“Vision 2013 Toolkit”** so that local partnerships could prioritize the needs of children 0-5 based on the mission and priorities of the SC First Steps Strategic Plan at the time, Vision 2013.

According to the legislation, each local partnerships must, “update a needs assessment every three years.” Therefore for FY17, each partnership that has not updated their needs and resources assessment in the last three years must complete and submit a new assessment. Like the “Vision 2013 Toolkit”, the FY17 needs and resources assessment is designed to address the current SC First Steps strategic priorities contained in **Vision 2020**, which are:

1. Increase access to quality early childhood programs and resources
2. Enhance leadership development and capacity building
3. Strengthen interagency and public-private collaboration

Some partnerships have created their own formats and/or contracted with strategic planning consultants to complete their needs and resources assessments. This is acceptable; however, **all partnerships** should make sure they have addressed the following **key areas, aligned to the strategic priorities in Vision 2020,** in their needs and resources assessments prior to submission:

1. **Section 1: Increase Access to Quality Early Childhood Programs and Resources,** this section will address:

* the needs of children 0-5 and their families and the early education programs and resources that are currently available in the community to serve them
* the unmet needs and service gaps for addressing the school readiness needs of children 0-5 in the community

1. **Section 2: Enhance Leadership Development and Capacity Building,** this section will address:

* the current capacity of local partnerships and boards to serve those children and families who are most in need
* the areas in which the partnership and board to build capacity in order to better meet the needs of children and families

1. **Section 3: Strengthen Interagency and Public-Private Collaboration**, this section will address:

* the current interagency and public-private collaborations/connections that local partnerships participate in or have established in their community
* the areas that local partnerships can develop or strengthen collaboration opportunities between other partnerships and state programs, as well as other agencies, community organizations, etc. in order to support serving children 0-5 and their families

**INSTRUCTIONS FOR COMPLETION**

The First Steps State Office has developed the Vision 2020 Toolkit to assist partnerships in completing their needs and resources assessment aligned to the strategic priorities in Vision 2020.

**If a partnership has already completed their needs and resources assessment they do not need to complete this template.** However, they should ensure that they’ve addressed the key areas above in their assessment. In particular, it is strongly recommended that partnerships conduct a board survey, if they have not done so recently, to assess their board’s structure and functioning as well as board member experience, their knowledge of First Steps and their role, and their investment in the mission of First Steps.

The First Steps State Office has developed “Summary of Findings” questions, contained in this Toolkit, for each of the three sections to assist partnerships in determining and analyzing their needs and resources. **For partnerships that have not done a Needs and Resources Assessment in the past three years, submission of this Toolkit will demonstrate completion.**

Detailed templates have also been developed for partnerships to fill out with specific information and analyses to complete their needs and resources assessments. These templates are not required, but will help guide partnership through the process of completing the assessment and organize data they’ve collected. These templates will be available on the FY17 Needs and Resources Assessment tab under Local Partnership Resources on the SCFS website.

For FY17, partnerships shall complete their needs and resources assessment through a collaborative process involving the partnership board and other partners. ***At a minimum, this process must include discussion and ratification of the partnership’s needs and resources assessment at a partnership board meeting***.

First Steps State Office Technical Assistants are available to assist partnerships in the process of completing their needs and resources assessments (e.g., organizing focus groups, facilitating a board review of data, etc.) Please reach out to your assigned TA if you need help or have questions about this process.

**All completed Needs and Resources Assessments and board minutes reflecting approval of your partnership’s Assessment are due to your SCFS Technical Assistant by 5:00 p.m. December 30, 2016.**

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**SECTION 1: INCREASE ACCESS TO QUALITY EARLY CHILDHOOD PROGRAMS AND RESOURCES**

A partnership’s Needs and Resources Assessment must address the needs of children 0-5 in their county and the resources locally available to serve them. The sections outlined below demonstrate what information partnerships should collect in order to align their Needs and Resources assessment to Vision 2020.

**Section 1a: Needs of Children 0-5 and their Families.** To assess the needs of children 0-5 and their families, partnerships should:

* Gather county data on demographics and risk factor conditions (risk factor data provided by SC First Steps, Kids Count, DHEC SCAN, etc.) including but not limited to the risk factors adopted by the First Steps Board. *Data is located on the SCFS website here:* [*http://scfirststeps.com/data-for-fy17-needs-and-resource-assessment/*](http://scfirststeps.com/data-for-fy17-needs-and-resource-assessment/)
* Conduct surveys/focus groups with local early education programs as well as agencies and organizations that serve children and families with board-approved risk factors *(example interview/focus group questions are located on the SCFS here:* [*http://scfirststeps.com/fy17-needs-and-resource-assessment-templates/*](http://scfirststeps.com/fy17-needs-and-resource-assessment-templates/) *)*

**Section 1b: Resources Available to Serve Children 0-5 and their Families.** To assess the resources that are available in the county to serve children 0-5 and their families, partnerships should identify:

* Early Care and Education resources, including:
  + Child care (www.abcquality.org)
  + Child care subsidies (DSS report)
  + School district preschool programs for children under 4
  + Early Head Start, Head Start
  + 4K
  + Availability of training and professional development
  + ABC Quality participation and barriers to participation
  + CCCD and TEACH Scholarship data
* Family Strengthening resources
* Early Intervention resources
* Health Supports

When identifying these resources, partnerships should determine:

* How many clients are the programs able to serve?
* Are there restrictions to participation (geography, age, income, etc.)?
* Is capacity increasing or decreasing?
* What is the financial stability of these programs (i.e., is their grant about to expire)?

*Templates are available to help partnerships record information for Section 1b on the SCFS website here:* [*http://scfirststeps.com/fy17-needs-and-resource-assessment-templates/*](http://scfirststeps.com/fy17-needs-and-resource-assessment-templates/)*.*

**Support Documents Located on the First Steps Website *Found Under Local Partnership Resources, FY 17 Needs and Resources Assessment, Data Link:*** [***http://scfirststeps.com/data-for-fy17-needs-and-resource-assessment/***](http://scfirststeps.com/data-for-fy17-needs-and-resource-assessment/)

|  |  |  |
| --- | --- | --- |
| **File Name** | **Contents** | **Posted to website?** |
| Risk Factor Data:    Risk Factor Data for Children 0-5 by County | Excel spreadsheet containing, by county:   * Population age 0-5; and children under age 1 * Population living under 100% of poverty * TANF * SNAP (food stamps) * Abuse/neglect * Foster care * Children with disabilities * Teenage births * Low maternal education * Caregiver substance abuse * Caregiver mental illness * Domestic violence * Low birth weight * Single parent household * Homelessness * Incarcerated parents | Yes |
| 4K Data: (2 files) | 4K Classrooms and Enrollment by County  School District 4K Enrollment Data, 2014-15 & 2015-16 (when ready) | No (anticipated Sept.1) |
| BabyNet: | Early Intervention Provider List by County  BabyNet Numbers Served by Number and County  Referral Sources | No (anticipated Sept. 1) |

|  |  |  |
| --- | --- | --- |
| **File Name** | **Contents** | **Posted to website?** |
| Child Care Data:  ABC Vouchers        Child Care Providers      Licensing Violations | PDF file showing number of ABC Vouchers provided by statewide, for children under 6, and for children under 6 by quality level (A,B,C, and self-arranged care)      [www.ABCquality.org](http://www.ABCquality.org) shows number of licensed child care providers, type of provider, and quality level for each county    File with licensing violations by county, by type of violation | Yes |
| Head Start Data:  Enrollment Data (1 file) | File showing Head Start/Early Head Start enrollment by grantee, and Head Start enrollment by age group by county as of. | Yes |
| CCCCD and TEACH Data:    Training Reports (3 files)    TEACH Scholarships (2 files) | Listing of all certified training provided by county from July 1, 2015 – June 30, 2016  **\*\*Information on child care training is located with the Child Care Training Plan template on the SCFS website. You can access it here:** [**http://scfirststeps.com/child-care-resources/**](http://scfirststeps.com/child-care-resources/)  TEACH Scholarships awarded by county, 2011-2015 | Yes |

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| **INCREASING ACCESS TO QUALITY EARLY CHILDHOOD PROGRAMS AND RESOURCES**  **SUMMARY OF FINDINGS**  **Instructions: Summarize briefly (2-3 sentences) the findings of these discussions below.** | | |
| **Section 1a: Needs of Children 0-5 and their Families** | | |
| **Suggested Documents to Complete this Section:** *All data listed on pages 5-6, County Risk Factor Data Gathering Template, located on the SCFS website here:* [*http://scfirststeps.com/data-for-fy17-needs-and-resource-assessment/*](http://scfirststeps.com/data-for-fy17-needs-and-resource-assessment/)*.* | | |
| **Question** | **County Response** | |
| ***Please compare current risk factor data to your last completed Needs and Resources Assessment data to compare trends and/or determine changing conditions.***  **Overall, are risk factor conditions in your county trending better or worse?** |  | |
| **In what areas do you notice significant changing conditions?** |  | |
| **Which 2-3 risk factors are currently having the greatest negative impact on children 0-5 in your county?** |  | |
| **Based on the risk factor conditions and your own assessment, are there risk factors that are currently being underserved by your programs?** |  | |
| **What will be your partnership’s top priorities (3 minimum) for increasing access to quality early education programs for high risk children?** | **Priority Need 1:**  **Priority Need 2:**  **Priority Need 3:** | |
| **Section 1b: Resources Available to Serve Children 0-5 and their Families.** | | |
| **Suggested Documents to Complete this Section:** *Example focus group/interview questions, templates to gather information on available community resources, located on the SCFS website here:* [*http://scfirststeps.com/fy17-needs-and-resource-assessment-templates/*](http://scfirststeps.com/fy17-needs-and-resource-assessment-templates/) | | |
| **Question** | **County Response** | |
| **What resources are missing in our county?** |  | |
| **Are their gaps in services across areas of children?** |  | |
| **FAMILY STRENGTHENING SERVICES** | **Question** | **County Response** |
| **Is our county allocating family strengthening resources effectively?** |  |
| **Are there overlaps, or gaps, in services (may refer to county map)?** |  |
| **Are there barriers to families receiving services? What are potential solutions?** |  |
| **Are there pending reductions/eliminations in funding that our county should plan for?** |  |
| **EARLY CARE AND EDUCATION, CHILD CARE ACCESS AND QUALITY** | **Question** | **County Response** |
| **Which children are the most underserved by quality early learning programs in our county? (Consider age groups (infants, toddlers, 3K/4K), geography, and risk factor data.)** |  |
| **How can our county increase the number of these target children served in quality early learning programs?** |  |
| **Where does our county need to prioritize resources to improve program quality?** |  |
| **How can our county increase the number of child care staff receiving credentials in early childhood education?** |  |
| **Are there pending reductions/eliminations in funding that our county should plan for?** |  |
| **EARLY INTERVENTION FOR CHILDREN WITH DEVELOPMENTAL DELAYS** | **Question** | **County Response** |
| **Are children with developmental delays in our county accessing early intervention services? Are children entering the BabyNet system early enough in our county? (refer to County BabyNet data)** |  |
| **How can our county increase the number of children receiving early developmental screenings?** |  |
| **Are there barriers to families receiving services? What are potential solutions?** |  |
| **How can our county ensure that children with potential delays - who do not qualify for BabyNet or school district special education - do not fall through the cracks?** |  |
| **HEALTH SERVICES AND SUPPORTS** | **Question** | **County Response** |
| **Is our county allocating health services effectively?** |  |
| **Are there overlaps, or gaps, in services (may refer to county map)?** |  |
| **Are there barriers to families receiving services? What are potential solutions?** |  |
| **Are there pending reductions/eliminations in funding that our county should plan for?** |  |

**SECTION 2a: ENHANCE LEADERSHIP DEVELOPMENT AND CAPACITY BUILDING**

Section 2a will involve the partnership conducting self-assessments of its capacity to operate its partnership according to the local partnership standards. The purpose of these self-assessments is to identify in what areas the partnership is doing well and which areas the partnership may need to build capacity in order to improve its structure and organizational functioning.

In this section, partnerships **will use the self-assessment checklists**, [located here on our website](http://scfirststeps.com/self-assessment-checklists/), in the areas of Governance and Operations, Fiscal Management, and Resource Development.

The template below includes a series of reflective questions for the partnerships to answer once the checklists have been completed.

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| **2A ENHANCE LEADERSHIP DEVELOPMENT AND CAPACITY BUILDING**  **SUMMARY OF FINDINGS**  **Instructions: Summarize briefly (2-3 sentences) the findings of these discussions below.** |
| **Resource Development** |
| **Suggested Documents to Complete this Section:** *Resource Development Self-Assessment Checklist, located here on the SCFS website here:* [*http://scfirststeps.com/self-assessment-checklists/*](http://scfirststeps.com/self-assessment-checklists/)*.* |
| 1. **What were your partnership’s most significant achievements in resource development in 2015-16? In the past three years?** |
|  |
| 1. **What are your partnership’s greatest challenges with resource development? Refer to your FY16 Renewal Plan responses, as needed.** |
|  |
| 1. **According to the Self-Assessment checklist, in what areas is your partnership not meeting partnership standards (if any)? Why?** |
|  |
| 1. **What is the current level of board involvement in resource development?** |
|  |
| 1. **Considering areas of challenge and areas where the partnership is not meeting standards, what are priorities for improvement over the next three years?** |
|  |
| **Fiscal Accountability** |
| **Suggested Documents to Complete this Section:** *Fiscal Accountability Self-Assessment Checklist, located here on the SCFS website here:* [*http://scfirststeps.com/self-assessment-checklists/*](http://scfirststeps.com/self-assessment-checklists/)*.* |
| 1. **What were your partnership’s most significant achievements in this area, in 2015-16? In the past three years?** |
|  |
| 1. **What are your partnership’s greatest challenges in this area? Consider budgeting (BSP, reallocations, etc.), financial reporting and monitoring, carry forward, audit, meeting and documenting 15% match requirement, etc.**   **What resources or training would be most helpful to you?** |
|  |
| 1. **According to the Self-Assessment checklist, in what areas is your partnership not meeting partnership standards (if any)? Why?** |
|  |
| 1. **Considering areas of challenge and areas where the partnership is not meeting standards, what are priorities for improvement over the next three years?** |
|  |

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| **Board Governance and Operations** |
| **Suggested Documents to Complete this Section:** *Board Governance and Operations**Self-Assessment Checklist, located here on the SCFS website here:* [*http://scfirststeps.com/self-assessment-checklists/*](http://scfirststeps.com/self-assessment-checklists/)*.* |
| 1. **What were your partnership board’s most significant achievements in 2015-16? In the past three years?** |
|  |
| 1. **What are your partnership’s greatest challenges in these areas?** |
|  |
| 1. **According to the Self-Assessment checklist, in what areas, if any, did your board not meet First Steps governance standards (if any)? Why?**   **Address any of the following: expired terms, vacancies, meeting attendance, engagement/participation, and overall board functioning.** |
|  |
| 1. **Considering areas of challenge and areas where the partnership is not meeting standards, what are priorities for improvement over the next three years?** |
|  |

**SECTION 2b: LOCAL PARTNERSHIP BOARD LEADERSHIP DEVELOPMENT AND CAPACITY BUILDING**

Section 2b should involve the partnership conducting a board survey. This survey will enable partnerships to assess their board’s structure and functioning as well as board member experience, their knowledge of First Steps and their role, and their investment in the mission of First Steps.

**For Section 2b, partnerships have two options to conduct the board survey. They are:**

* **Option 1** – The State Office has created an online survey on Survey Money that can be sent out to all interested Executive Directors. Executive Directors can then send the link to their board members and the State Office will supply the Executive Director with the results for the county. **For partnerships who are interested in Option 1, please contact Jon Artz at** [**jartz@scfirststeps.org**](mailto:jartz@scfirststeps.org)**.**
* **Option 2** – Partnerships can conduct the survey internally with a paper copy and gather results. It is not required that the survey results be shared with the First Steps State Office. For partnerships who would like to distribute the board survey internally, it is included at the end of this Toolkit. It is also available on our website under “Local Partnership Resources, FY17 Needs and Resources Assessment” or can be accessed by [clicking here](http://scfirststeps.com/fy-17-needs-and-resources-assessment/).

After conducting the survey, partnerships will then reflect on findings and identify areas of strength as well as areas where they need to build capacity on their board and target professional development in order to operate more effectively.

The template below includes a series of reflective questions for the partnerships to answer once the surveys have been distributed and results have been analyzed.

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| **2B LOCAL PARTNERSHIP BOARD LEADERSHIP DEVELOPMENT AND CAPACITY BUILDING**  **SUMMARY OF FINDINGS**  **Instructions: Summarize briefly (2-3 sentences) the findings of these discussions below.** |
| **Section 2b: Board Survey** |
| 1. **Based on the results of your board survey, what areas did your board members identify as strengths of the board?** |
|  |
| 1. **What areas did your board members identify as needing improvement?** |
|  |
| 1. **In what areas is your board in most need of training?** |
|  |
| 1. **List three to five areas on which you believe the board should focus its attention on in the next three years. Be as specific as possible in identifying these points.** |
|  |
| 1. **What resources or training do you need in order to support/train your board in the areas identified above?** |
|  |

**SECTION 3: STRENGTHEN INTERAGENCY AND PUBLIC/PRIVATE COLLABORATION**

Based on the partnership’s findings from Sections 1 and 2, on the Collaboration/Community Engagement Self-Assessment, and an internal review of their functioning, partnerships will reflect on their role as a community convener and portal for services. The partnership will also identify areas to strengthen collaboration/convening opportunities between local First Steps partnerships and other partnerships, agencies, community organizations, etc. to support serving children 0-5 and their families.

The template below includes a series of reflective questions for the partnerships to answer once they’ve completed Sections 1 and 2 and the Collaboration/Community Engagement Self-Assessment located here on the SCFS website here: <http://scfirststeps.com/self-assessment-checklists/>.

|  |  |  |
| --- | --- | --- |
| **STRENGTHEN INTERAGENCY AND PUBLIC/PRIVATE COLLABORATION**  **SUMMARY OF FINDINGS** | | |
| **COLLABORATION REFLECTION FROM SECTION 1**  Please reference you risk factor data and analysis from Section 1 to answer the following question. | | |
| 1. **Are collaborative partnerships for children 0-5 who are at high risk for not being ready for school getting better, or worse in your county? How do you plan to enhance collaboration overall in the next three years?** | | |
|  | | |
| **COLLABORATION/COMMUNITY ENGAGEMENT SELF-ASSESSMENT** | | |
| **Suggested Documents to Complete this Section:** Collaboration/Community Engagement Self-Assessment, located here on our website: [*http://scfirststeps.com/self-assessment-checklists/*](http://scfirststeps.com/self-assessment-checklists/)*.* | | |
| 1. **What were your partnership board’s most significant achievements with regard to collaboration/community engagement in 2015-16? In the past five years?** | | |
|  | | |
| 1. **What are your partnership’s greatest challenges in these areas?** | | |
|  | | |
| 1. **According to the Self-Assessment checklist, in what areas is your partnership not meeting partnership standards (if any)?** | | |
|  | | |
| 1. **Considering areas of challenge and areas where the partnership is not meeting standards (if any), what are priorities for improvement over the next three years?** | | |
|  | | |
| **LOCAL PORTAL FOR SERVICES: COLLABORATIONS AND CONNECTIONS**  Please reference your FY17 Renewal Plan and your Community Education and Outreach plan to help in answering the following questions. | | |
| 1. **LOCAL PORTAL FOR SERVICES: How does your partnership connect children, families, and preschool providers to expanded 4K services, including First Steps 4K?** | | |
|  | | |
| 1. **LOCAL PORTAL FOR SERVICES: How does your partnership connect children, families, and providers to services for health and developmental screenings and the state’s early intervention system (BabyNet)?** | | |
|  | | |
| 1. **What are potential additional collaboration opportunities among state and local First Steps programs? What are your goals for the Local First Steps teams?** | | |
|  | | |
| 1. **LOCAL PORTAL FOR SERVICES: Describe your partnership’s current activities with regard to:** | | |
| Accessibility: Location of your partnership office (is it prominent and accessible), office hours, staffing, availability by phone, email, web site, social media etc. | |  |
| First Steps clients: How effective is your partnership with connecting families to needed services? How often do you follow up with families as to their progress? | |  |
| Non-First Steps clients: Does your partnership connect families to services who are not served by one of your strategies? If so, how often? | |  |
| Support Services: Does your partnership offer support services like Benefits Bank, parent resource center, etc. | |  |
| Interagency Collaboration: membership in interagency councils, universal staffing groups, and other collaborations for referring families | |  |
| OTHER: Services not mentioned above | |  |
| **COMMUNITY CONVENER/PARTNER**  Please reference your FY17 Renewal Plan and your Community Education and Outreach Plan to help in answering the following questions. | | |
| 1. **What do you think are the most significant issues facing your county’s preschool children and their families that need a community-wide focus or initiative (that does not already exist)?** | | |
|  | | |
| 1. **COMMUNITY CONVENER: What is your partnership already doing or has done recently as a community convener? What activities are you planning for the rest of 2016-17? In the next three years?** | | |
|  | | |
| 1. **Are there committees, networking groups, etc. in your county or region, and how can the local First Steps partnership either help establish or support their work? Examples: Child serving agencies and organizations, child care directors network, transition teams (Part C to Part B, preschool to school district 5K), community campaigns around child health and school readiness?**   **If available in your community, identify agencies/organizations/networks and detail how the partnership could help establish and/or support their work in the community.** | | | |
| **Name of organization/network:** | **How will partnership help establish and/or support their work in the community?** | | |
|  |  | | |
|  |  | | |
|  |  | | |
|  |  | | |
|  |  | | |
| **PROFILE OF THE READY KINDERGARTENER** | | | |
| 1. **How has your partnership engaged the community in the I CAN campaign to bring awareness to the state’s Profile of the Ready Kindergarten? Please specifically detail how your partnership has participated in the campaign (e.g., shared I CAN Facebook and Twitter posts, used I CAN graphics, put up signs).** | | | |
|  | | | |

**ATTACHMENT 1: 2016 County Partnership Board Member Survey**

The First Steps legislation requires that local First Steps partnerships complete a Need and Resources Assessment every three years. As part of this year’s Assessment, partnerships are to conduct a board survey. This survey is designed to assist each county in gauging their board’s functioning and effectiveness. Please take a few moments to respond to the following questions. Your responses will remain confidential. Thank you for your help!

County: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Gender: F M

Race: African American Hispanic Asian/Asian American

Native American Caucasian/Euro American Biracial

Other (specify)

1. How many hours ON THE AVERAGE do you volunteer for First Steps each month, including board and committee meetings, and other related activities?
   1. Less than one hour
   2. One to two hours
   3. Three to four hours
   4. Five to eight hours
   5. More than eight hours
2. How long have you served on the county partnership board?
   1. More than four years
   2. Four years
   3. Three years
   4. Two year
   5. One year
   6. Less than one year
3. How many board training sessions have you attended?
   1. Three or more
   2. Two sessions
   3. One session
   4. None
4. Have you served on nonprofit boards previously?
   1. Yes If yes, how many?
   2. No
5. Do you serve on the Executive Committee?
   1. Yes
   2. No
6. Which committee(s) do you serve on? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
7. How often does your board meet
   1. Monthly
   2. Every other month
   3. Quarterly
   4. Less than quarterly
8. How many meetings have you missed? \_\_\_\_\_ Past six months \_\_\_\_\_ Past year
9. Please rate your county partnership board on the following issues using the scale provided below.

**0 - No; not at all 1 - Minimal; much less than adequate**

**2 - Adequate; but needs improvement 3 - Excellent; doing everything right**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0 | 1 | 2 | 3 | N/A |
| I am aware of matters of community, state, and national concern regarding school readiness programming. |  |  |  |  |  |
| Working relations between staff and board are characterized by mutual respect and support. |  |  |  |  |  |
| Board members often represent First Steps in community settings. |  |  |  |  |  |
| Recommendations from staff are analyzed and discussed in board meetings. |  |  |  |  |  |
| We have provided the Executive Director with a clear statement of the performance expectations for periodic evaluation; and we have agreed to a process for providing ongoing feedback regarding performance throughout the year. |  |  |  |  |  |
| We provide opportunities, encouragement, and resources for the professional growth and development of the Executive Director and staff. |  |  |  |  |  |
| When we have conflict or concerns, we utilize a fair process to deal with it. |  |  |  |  |  |
| We show respect for the intentions and interests of others and for group decisions reached cooperatively. |  |  |  |  |  |
| The board’s decision-making process is clear. Sufficient information is provided and involves the right people. |  |  |  |  |  |
| The quality of communication among board members is good. |  |  |  |  |  |
| I maintain contact with the Executive Director between board meetings and promptly reply to his or her requests. |  |  |  |  |  |
| We handle conflict of interest issues appropriately. |  |  |  |  |  |
| Our partnership has influence in the county to sustain First Steps programs and address local needs. |  |  |  |  |  |
| We solicit support and contributions from other agencies and organizations for county partnership activities. |  |  |  |  |  |

1. Does the county partnership has a board manual available to board members?
   1. Yes
   2. No
2. The county partnership has which of the following documents available to board members?
   1. Human Resource Manual
   2. Budget Spending Plan
   3. Incorporation Documents
   4. 501(c)(3) Documents
   5. Board Member List
   6. Fiscal Manual
   7. Renewal Plan
   8. Conflict of Interest Policy
   9. By-Laws
   10. Contracts
   11. Absentee Policy
   12. Annual Report
   13. Needs and Resources Assessment
   14. Strategic Plan
   15. Whistleblower Policy
   16. Resource Development Plan
   17. Community Engagement Plan
3. Please rate your county partnership board's effectiveness using the scale provided below.

**0 - No; not at all 1 - Minimal; much less than adequate**

**2 - Adequate; but needs improvement 3 - Excellent; doing everything right**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0 | 1 | 2 | 3 | N/A |
| The board has a process (such as an Executive Committee) for handling matters that must be addressed between meetings. |  |  |  |  |  |
| The board has active committees with specific assignments and responsibilities. |  |  |  |  |  |
| There is adequate preparation and distribution of material including agendas, study documents, etc. in advance of board meetings. |  |  |  |  |  |
| Open discussion, creative thinking, and active participation characterize meetings |  |  |  |  |  |
| The board sets clear organizational priorities for the year ahead. |  |  |  |  |  |
| We honor established procedures for board meetings, providing ample time for interested parties to be heard, but we prevent one individual or group from dominating discussions. |  |  |  |  |  |
| Nominating processes assure that the board will be appropriately diverse with regard to gender, race/ethnicity, location, and program participants. |  |  |  |  |  |
| Prior to and during implementation, we give thoughtful and thorough evaluation of strategies. |  |  |  |  |  |
| We conduct a thorough assessment of resources, service capabilities and gaps to ensure the partnership’s activities meet community needs. |  |  |  |  |  |
| The board chair serves as a guide to ensure that members understand issues and are able to make well-informed decisions. |  |  |  |  |  |
| My role on the board is clear to me. |  |  |  |  |  |
| We seek and respect the opinion or recommendations of staff when considering a decision and ensure that all committees and other work groups receive the proper authority and resources to complete their assignments. |  |  |  |  |  |

1. Overall functioning of our board is:
   1. Excellent
   2. Good
   3. Fair
   4. Poor
2. Please share your comments on the board's functioning and how it could be improved.

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1. Please provide comments below on the length and content of this survey. Feedback is welcome on how it can be improved.

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