



**2009-2010
Community Literacy
Work Plan**

LITERACY COALITION OF ONONDAGA COUNTY 2009-2010 COMMUNITY LITERACY WORK PLAN

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LITERACY COALITION OF ONONDAGA COUNTY 2009-2010 COMMUNITY LITERACY WORK PLAN

Our Vision: 100% Literacy through 100% Community Engagement.

Mission Statement:

Our mission, as the birthplace of the modern literacy movement, is to collectively build and support community initiatives that improve literacy across the lifespan in Onondaga County.

Our Leadership Council and Managing Partners:

Central New York Community Foundation*
Child Care Solutions*
City of Syracuse
Clear Channels*
CNY Works
County of Onondaga*
Cowley Associates*
Family Literacy Alliance of Greater Syracuse*
Gifford Foundation
Greater Syracuse Chamber of Commerce*
LeMoyne College*
Messenger Consultants
Metropolitan Development Association*
Nonprofit Leadership Center*
OCM BOCES*
Onondaga Community College*
ProLiteracy Worldwide*
Syracuse City School District*
Syracuse University*
The Allyn Foundation
The Post-Standard
United Way of Central New York*

***Managing Partners**

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Work Plan Goals

1. Advocate for Literacy

- Objective:**
- A. Raise awareness for community literacy and learning across the lifespan from early childhood, to school age, to adult and workforce development.
 - B. Actively engage in a strategic partnership with ProLiteracy to build a model program to be replicated nationwide.
 - C. Promote strategies that support our Early Childhood Focus on Community Literacy Indicators # 1 and # 5.
 - D. Promote strategies that support Workforce Development through Community Literacy Indicator # 8.

2. Build Partnerships

- Objective:**
- A. Foster a literate community by providing wrap around resources and support across the lifespan, linking early childhood, K-12, adult and family education, literacy and workforce development providers into a cohesive collaborative network.
 - B. Support the Health Literacy Network goals and objectives.
 - C. Establish a Financial Literacy Network and support its goals and objectives.
 - D. Launch an adult leadership group affiliated with the *Voice for Adult Literacy United for Education* for adult learners in Onondaga County.
 - E. Support Success By 6 goal to increase the involvement of children from birth to 6 in literacy development activities so that all children enter school better able to succeed.
 - F. Link to other networks in the community (ACTS, Rotary, Junior League, MDA, Chamber of Commerce, etc.) and coordinate their literacy related action plans in the LCOC's Community Literacy Work Plan.

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3. Build Capacity

- Objective:** A. Strengthen and enhance the transition to kindergarten for children in Onondaga County.
- B. Raise awareness of the joy and learning of daily reading to or by a child through the *Read to Me* initiative.
- C. Support *Say Yes to Education* and *The Westside Community School Strategy* partners in efforts to increase high school and college graduation rates for Syracuse City School District youth.
- D. Ensure literacy is integrated into workforce skill development strategies through the Journey to Jobs initiative with CNY Works, MDA's Essential New York Initiative, the Chamber's Contextualized Workplace Literacy Program and other workforce development initiatives in the community.
- E. Meet professional development needs for literacy service providers.

4. Inform the Community

- Objective:** A. Develop and maintain a large scale, comprehensive media campaign to build public awareness of literacy.
- B. Develop and maintain a highly visible and transparent organization.

5. Provide Resources

- Objective:** A. Secure resources to support literacy programs in Onondaga County and the operation of the Coalition.

6. Evaluate and Report Progress

- Objective:** A. Determine community literacy indicators to be used by the Coalition.

7. Strengthen the Coalition

- Objective:** A. Provide Leadership Council, Managing Partners, Action Team Leaders and the general public with a professional and responsive office.

1. Advocate for Literacy

Objective: 1-A. Raise awareness for community literacy and learning across the lifespan from early childhood, to school age, to adult and workforce development.

Action Steps	Indicator
Key measure(s): # of contacts with key advocacy stakeholders # of public vehicles literacy message is published # of community events where literacy is featured # of people reached with message	
Identify key advocacy stakeholders in our literacy landscape and hold introductory meetings	All
Deliver a consistent, broad message about the need for lifelong learning as well as targeted messages as appropriate, with the Leadership Council and Managing Partners as our Ambassadors throughout the community.	All
CNY Reads book selection committee	All
FOCUS Luncheon and Vision Session sponsorship; and lead presenters for the Literacy & Education session at the City Hall Commons	All
Syracuse Opera’s Book Mentoring Project sponsorship, several events including: Civil War Tea at the Corinthian Club, Book Club Meeting, and performance of the “Little Women” Opera.	All
Success by 6 <i>Bring on the Books</i> sponsorship	#1 and #5
Light a Candle for Literacy Festival & Parade, sponsorship with monthly planning meetings.	# 1 and #5
(Application submitted to Junior League-currently finalist)	
Mary Nelson's Youth Day BBQ & Mary Nelson's Youth Day Event at the OnCenter , sponsorship	#1 and # 5

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Work Plan Detail

Advocate for Literacy: Objective 1-B. Actively engage in a strategic partnership with ProLiteracy to build a model program to be replicated nationwide.

Action Steps	Indicator
Key measure(s):	
Develop partnership agreement to build a model program	
FY'09 and FY'2010 earmark applications with ProLiteracy	# 7
Collaboratively build Work Plan	
Integrate with Resource Development and Endorsement Plans	

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Work Plan Detail

Advocate for Literacy: Objective 1-C. Promote strategies that support our Early Childhood Focus (# 1 & # 5).

Action Steps	Indicator
Key measure(s):	
Convene Early Childhood Action Team to discuss current strategies/gaps and community needs.	# 1 and # 5
Report back to Managing Partners	# 1 and # 5
Meet with the leadership of the Success By 6 and United Way of New York State's initiative and coordinate work plans.	# 1 and # 5
Include and integrate into the LCOC's Community Literacy Work plan and identify connections with other initiatives/objectives underway.	# 1 and # 5
Integrate with Resource Development and Endorsement Plans.	# 1 and # 5
.	

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Work Plan Details

Advocate for Literacy: Objective 1-D. Promote strategies that support Workforce Development through Indicator # 8.

Action Steps	Indicator
Key measure(s):	
Meet with leadership of MDA, Chamber and MACNY to discuss current workforce development strategies.	# 8
Report back to Managing Partners	# 8
Include and integrate into the LCOC's Community Literacy Work plan and identify connections with other initiatives/objectives underway.	# 8
Integrate with Resource Development and Endorsement Plans.	# 8

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Work Plan Detail

2. Build Partnerships

Objective 2-A: Foster a literate community by providing wrap around resources and support across the lifespan, linking early childhood, K-12, adult and family education, literacy and workforce development providers into a cohesive collaborative network.

Action Steps	Indicator
Key measure(s):	
Meet with the leadership of FLAGS and coordinate work plan with specific activities and goals. If one does not exist yet, offer support in convening the group and creating the plan.	#6 and # 7
Include and integrate FLAGS work plan into Community's Literacy Work Plan and identify connections with other initiatives/objectives underway.	#6 and # 7
Identify roles and responsibilities of Coalition vis a vis FLAGS	#6 and # 7
Develop catalog of literacy providers in an easily readable online directory	#6 and # 7
Research/identify successful local programs	#6 and # 7
Connect literacy providers with the One Stop at CNY Works	#6 and # 7

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Work Plan Detail

Build Partnerships: Objective 2-B. Support the Health Literacy Network' goals and objectives.

Action Steps	Indicator
Key measure(s):	
Co-Host Meeting of Health Literacy Network. (Peter Sarver and Liz Crockett as leaders).	#6 and # 7
Meet with the leadership of the Health Literacy Network and coordinate work plans. If one does not exist yet, offer support in convening the group and creating the plan.	#6 and # 7
Include and integrate into the LCOC Community Literacy Work Plan and identify connections with other initiatives/objectives underway.	#6 and # 7
Integrate with Resource Development and Endorsement Plans.	#6 and # 7

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Work Plan Detail

Build Partnerships: Objective 2-C. Establish a Financial Literacy Network and support its goals and objectives.

Action Steps	Indicator
Key measure(s):	
Re-convene financial literacy group assembled during planning process.	#6 and # 7
Identify team co-leaders (suggest Syracuse Federal Cooperative Credit Union and Home Headquarters as leaders).	#6 and # 7
Collaboratively build Team Work Plan a. Assess current services provided in community b. Determine if services are meeting need c. Identify best practice curriculums by age and literacy level d. Develop strategies to fill the indentified needs	#6 and # 7

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Work Plan Detail

Build Partnerships: Objective 2-D. Launch an adult leadership group affiliated with the *Voice for Adult Literacy United for Education* for adult learners in Onondaga County.

Action Steps	Indicator
Key measure(s):	
Form <i>Voice for Adult Literacy United for Education</i> Team	
Identify team co-leaders	
Collaboratively build Team Work Plan	
Launch an adult leadership group affiliated with <i>Voice for Adult Literacy United for Education</i> (www.valueusa.org) in Onondaga County and provide adult learner models for promoting success.	
Support Right to Literacy Convention and resolution development for Buffalo Event in June	

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Build Partnerships: Objective 2-E. Support Success By 6 goal to increase the involvement of children from birth to 6 in literacy development activities so that all children enter school better able to succeed.

Action Steps	Indicator
Key measure(s):	
Children’s Book Fest-sponsorship	
Continue to collect and distribute books through the Bring on the Books! Book Drive	
Continue to infuse literacy as it relates to the activities of other Success By 6 teams.	

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Work Plan Detail

Build Partnerships: Objective 2-F. Link to other networks in the community (ACTS, Rotary, Junior League, MDA, Chamber of Commerce, etc.) and coordinate their literacy related action plans in the LCOC’s Community Literacy Work Plan.

Action Steps	Indicator
Key measure(s): # convened to collaborate	
Meet with leadership of identified networks and coordinate with their 2009/2010 work plans. If one does not exist yet for literacy, offer support in convening the group and creating the plan or assist in infusing literacy into the existing action steps.	
Include and integrate into Community’s Literacy Work Plan and identify connections with other initiatives/objectives underway.	
Integrate with Resource Development and Endorsement Plans.	

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Work Plan Detail

3. Build Capacity

Objective 3-A. Strengthen and enhance the transition to kindergarten for children in Onondaga County

Action Steps	Indicator
Key measure(s): # convened to collaborate	
Convene Early Childhood Development Team	#1 and #5
Identify team co-leaders	#1 and #5
Distribute Apter & O'Connor 2005 kindergarten transition report to Early Childhood Team. Use to establish baseline.	#1 and #5
Distribute National Institute for Literacy's Developing Early Literacy report.	#1 and #5
Collaboratively build Team Work Plan e. Assess current services provided in community f. Determine if services are meeting need g. Identify best practice curriculums by age and literacy level h. Develop strategies to fill the indentified needs	#1 and #5
Enlist SU Benchmark Program Maxwell class to survey school districts on kindergarten readiness and determine change since 2006 survey	#1 and #5
Possible re-Survey Early Childhood Programs and determine	#1 and #5

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change since 2005 Apter & O'Connor survey	
Convene Early Childhood Programs and school districts to share survey results and determine next steps	#1 and #5
The following six items are possible strategies to discuss:	#1 and #5
Increase parents' awareness of availability of Pre-K programs	
Kindergarten camps held during the summer before school starts to introduce children to their peers, to the teacher, and the school	#1 and #5
Create a district-wide Early Childhood Programs-to-school transition policy	#1 and #5
Increase continuity from the pre-K experience to the kindergarten experience (such as aligning/sharing curriculum, expectations or rituals between kindergartens and Early Childhood Programs)	#1 and #5
Enhance existing Pre-K-to-kindergarten transition programs	#1 and #5
Kindergarten teacher panels for parents/caregivers of incoming kindergartners to help them get their children ready	#1 and #5

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Work Plan Detail

Build Capacity: Objective 3-B. Raise awareness of the joy and learning of daily reading to or by a child through the *Read to Me* initiative.

Action Steps	Indicator
Key measure(s): # convened to collaborate	
Form <i>Read to Me</i> Team	#5
Identify team co-leaders	#5
Collaboratively build Team Work Plan i. Assess current services provided in community j. Determine if services are meeting need k. Identify best practice curriculums by age and literacy level l. Develop strategies to fill the indentified needs	#5

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Build Capacity: Objective 3-C. Support *Say Yes to Education* and *The Westside Community School Strategy* partners in efforts to increase high school and college graduation rates for Syracuse City School District youth.

Action Steps	Indicator
Key measure(s): # convened to collaborate	
Coordinate work plans with the leadership of <i>Say Yes to Education</i> and <i>The Westside Community School Strategy</i> .	# 1,2 3 and 5
Include and integrate into LCOC’s Community Literacy Work Plan and identify connections with other initiatives/objectives underway.	# 1,2 3 and 5
Integrate with Resource Development and Endorsement Plans.	# 1,2 3 and 5
Explore coordination with other efforts as well, such as the Hillside Work-Scholarship Connection.	#1, 2, 3 and 5

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Build Partnerships: Objective 3-D. Ensure literacy is integrated into workforce skill development strategies through the Journey to Jobs, MDA’s Essential New York Initiative, the Chamber’s Contextualized Workplace Literacy Program and other such strategies in the community.

Action Steps	Indicator
Key measure(s): # convened to collaborate	
Identify team co-leaders	#8
Support and coordinate with MDA’s Essential NY Workforce Strategy: Creating, Retaining and Attracting Talent in CNY	#8
Support and coordinate with Chamber’s Contextualized Workplace Literacy Program (NYS Labor Grant)	#8
Include and integrate plans into Community’s Literacy Work Plan and identify connections with other initiatives/objectives underway such as the Franciscan Collaboratory & Youthbuild.	#8
Collaboratively build additional action steps into Work Plan to maximize opportunities of Economic Stimulus Plan and the National Fund for Workforce Solutions	#8
Identify specific employers/industries with workforce needs and Determine with employers what the need is in each labor sector	#8
Develop an economic development and literacy baseline	#8

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document to use in preparation for grants, along with Return on Investment Data. (Future work with Terry Colvin).	
Assist trainers/HR professionals/literacy providers by infusing business needs into training curriculum. This will respond to employers specific needs and provide a measurable return on investment	#8
Identify specific employers/industries with workforce needs and Determine with employers what the need is in each labor sector	#8

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Build Partnerships: Objective 3-E. Meet professional development needs for literacy service providers

Action Steps	Indicator
Key measure(s): # convened to collaborate	
Conduct a needs assessment for professional development in Year 1.	# 6 and # 7
Identify research/scientifically based methods Year 1	# 6 and # 7
Measure local progress against national standards (ex. NCFL) for programs	# 6 and # 7
Year 2 review data, report to the community and use this data to identify service and professional development needs.	# 6 and # 7

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Work Plan Detail

4. Inform the Community

Objective 4-A: Develop and maintain a large scale, comprehensive media campaign to build public awareness of literacy.

Action Steps	Indicator
Key measure(s): # of community communications and events	
Develop a large scale, comprehensive media campaign to build public awareness of literacy (identify audiences – learner, volunteer, donor, general public; develop overarching theme and sub- messages, develop plan to strategically use limited resources)	All
Form Public Relations Team	All
Identify team co-leaders	All
Collaboratively build Team Work Plan 1. Assess current services provided in community 2. Determine if services are meeting need 3. Identify best practice curriculums by age and literacy level 4. Develop strategies to fill the indentified needs	All
Develop budget to support campaign	All

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Inform the Community: Objective 4-B. Develop and maintain a highly visible and transparent organization.

Action Steps	Indicator
Key measure(s):	
# of community communications and events	
Develop communication plan for key constituents (frequency, templates, methods)	All
Develop logo for Coal	All
Develop collateral material	All
Develop and maintain website	All
Develop, publish & distribute annual report to community	All
Maintain toll-free phone number as a clearinghouse for literacy referrals. 1-866-705 READ (7323).	All

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5. Provide Resources

Objective 5 A. Secure resources to support literacy programs in Onondaga County and the operation of the Coalition.

Action Steps	Indicator
Key Measure(s):	
# of organizations convened	
# of applications made	
# of endorsements secured	
In-kind support secured	
\$ secured	
Identify and contract grant writer/consultant	# 7
Finalize Literacy Survey & Mapping Project	# 7
Convene Resource Development Task Team	# 7
Identify co-leaders	#7
Develop Resource Plan with input from other action teams and Coalition operations. Use data from the LCOC's Funding Analysis , Literacy Powerline's Re\$ourceLine and SU Literacy Mapping Project.	#7
Develop Resource Plan with input from other action teams and Coalition operations. Use data from the funding analysis.	# 7
Light a Candle for Literacy(application into Junior League)	# 7
NYS Dept of Education Literacy Zone Application with the SCSD and BOCES (submitted February 2009)	# 7
Barnes & Noble - two book fairs/fundraisers annually - support for the LCOC	# 7
FY'09 and FY'2010 earmark applications with ProLiteracy.	# 7

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6. Evaluate and Report Progress

Objective 6-A: Determine community literacy indicators to be used by the Coalition

Action Steps	Indicator(s)
Key measure(s):	
Determine community literacy indicators	All
Convene Measurement Team	All
Identify Team co-leaders	All
Participate on National Institute for Literacy's Evaluation Task Force for Community Literacy	All
Review indicators and data sources used by established literacy coalitions. Also distribute National Institute for Literacy's Guide to Performance Management for Community Literacy Coalitions to all members of Measurement Team.	All
Determine what data sources exist in the community for each indicator	All
Evaluate and determine which indicators to move forward	All
Collaboratively build Team Work Plan 1. Assess current services provided in community 2. Determine if services are meeting need 3. Identify best practice curriculums by age and literacy level 4. Develop strategies to fill the indentified needs	All
Establish baseline data where possible; determine methodology for establishing baseline data for rest	All
Establish protocol for indicator data collection	All
Link to MDA's Strategic Compass	All

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Collect the data showing the economic impacts/costs of low literacy on the community, specific industry or business (turnover, productivity, loss time, etc.)	All
Research the feasibility of a centralized tracking and impact evaluation system for implementation in Onondaga County	All

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7. Strengthen the Coalition

Objective 7 A. Provide Leadership Council, Managing Partners, Action Team Leaders and the general public with a professional and responsive office.

Action Steps	Indicator
Key measure(s):	
Refine Year 1 deliverables & timetable 2009 Calendar of events & meetings	
Define Coalition's role in community	
DRAFT: 2009-2010 LCOC Community Literacy Plan	
2009-2010 LCOC Community Literacy Plan – published & available on website.	
Leadership Council & Managing Partners roles and commitments defined	
Develop and approve annual budget	
Professional development for staff – Attend Literacy Powerline's Executive Training for Coalition Executive Directors in Cleveland, Ohio. Attend National Community Literacy Leadership Conference in Buffalo, New York. Also serve on Conference Planning Committee.	
Provide funders reports as required:	
CNY Community Foundation's Quarterly Reports for 2009	
Meet Quarterly with Action Team Leaders	

Community Literacy Indicators:

1. Increased number of incoming kindergarteners prepared for school.
2. Increased number of K-12 students meeting proficiency standards on New York State standardized English and Language Arts I (ELA) assessments.
3. Increased high school graduation rates.
4. Increased number of adult learners who make educational gain.
5. Increased number of children who read or are read to daily.
6. Increased number of literacy and community programs using evidence based practices to serve people with diverse learning needs and styles.
7. Increased funding and community support for literacy related programs and services.
8. Increased number of adult learners entering or retaining employment.

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Community's Priority Recommendations

[Source: Community Planning Sessions Sept. 2007 – Jan. 2008]

In Onondaga County, through an extensive listening process and multiple community meetings, people's concerns were identified. People were encouraged to talk about their views of the community and the literacy needs in the neighborhoods. There was a strong sense that everyone was on a learning continuum and that raising literacy levels was something to be embraced by the whole community, not just certain segments.

The leadership team determined that if they built a good base in the community during planning it would help the smooth running of implementation so they were careful to provide mechanisms to enable people from all stakeholder groups to set their own priorities.

The community's priority recommendations are presented on the following pages. The top three recommendations and related strategies are presented by focus area:

- ✓ Advocacy
- ✓ Marketing and Public Relations
- ✓ Resource Development
- ✓ Professional Development
- ✓ Economic Development
- ✓ Performance Measurement

Top recommendations are to be addressed as early as feasible by the Literacy Coalition of Onondaga County and its partners. Additional community recommendations are also included for use in future strategies.

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Advocacy

Community's Priority Recommendation	Strategies
<p>1. Create a literate community by providing wrap around resources and support across the lifespan, linking early childhood, K-12, adult and family education, literacy and vocational providers into a cohesive collaborative network.</p>	<ul style="list-style-type: none"> • Define literacy and the varieties of literacy to clarify our goals. • Catalog of programs in an easily readable directory both in print and online. • Newspaper column and wide variety of medias to connecting, spotlighting success of former learners, “real” life change situations, empowerment of literacy • Support the development of grassroots leadership • Research/identify successful local programs

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Advocacy

Community's Priority Recommendation	Strategies
<p>2. Advocate for changing the funding mechanisms for schools to promote secure resources necessary for student achievement.</p>	<ul style="list-style-type: none"> • Work with existing statewide groups advocating for school reform and increasing funding to high need districts. • Engage parents in the advocacy for change. • Parent/school partnerships that engage in advocacy • Partner with lobbyists from local businesses to support the advocacy agenda. • Draft legislation to support expanded literacy training and services. • Build an advocacy communication 'tree' so that when local, state or national action is needed, everyone hears about it and knows what they can do to help.

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Advocacy

Community's Priority Recommendation	Strategies
<p>3. Support the CNYREADS, which is coordinated by the Onondaga County Public Library. This program has the community read the same book and provides discussion opportunities that foster community building.</p>	<ul style="list-style-type: none"> • Determine a variety of books that could be read at each level • Create activities that engage members in community building using the books that are read. • Determine ways to engage non-readers in the process. • Community book selection. • Assist tutors/parents to support reading with children. • Conduct follow up discussion groups. • Include culturally and developmentally appropriate books for children.

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Marketing and Public Relations

Community's Priority Recommendation	Strategies
<p>1. Develop a large scale, comprehensive media campaign to build public awareness of literacy. A Marketing and Public Awareness Committee of the Literacy Coalition of Onondaga County will create clear, targeted and compelling messages that build support for literacy, linking people to resources.</p>	<ul style="list-style-type: none"> • Create a campaign that emphasizes that literacy is good for the bottom line. • Develop and maintain a literacy message board in real time, to promote better communication in and between all literacy leaders. • Select a marketing group to 'brand' literacy in our community. • Create a speaker's bureau for leadership and businesses on the value of literacy. • Utilize the work of the Literacy Mapping Project to communicate more effectively with the community

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Marketing and Public Relations

Community's Priority Recommendation	Strategies
2. Keep school/student success on the public agenda.	<ul style="list-style-type: none">• Identify a team of literacy spokespersons and celebrities to promote the marketing and media message throughout the community.• Recruit 'STARS' in literacy.• Review ways to create inspiration and compelling message with various audiences.• Increase parents' awareness of availability of Pre-K programs

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Marketing and Public Relations

Community's Priority Recommendation	Strategies
3. Deliver a consistent, broad message about the need for lifelong learning.	<ul style="list-style-type: none">• Create messages of hope.• Hold graduation parties for adult learners as a community event to inspire/recruit.• Begin a Voice for Adult Literacy United for Education chapter (www.valueusa.org) in Onondaga County as potential models for promoting success.• Have persons who have benefited from literacy services tell their stories in grassroots community locations.

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Resource Development

Community's Priority Recommendation	Strategies
1. Organize a Resource Development Team of the Literacy Coalition of Onondaga County.	<ul style="list-style-type: none">• Determine the funding needs for a Literacy Coalition of Onondaga County and establish a Yr. 1 – 5 Coalition budget• Establish clear funding goals that are in line with the Plan's priority areas.• Oversee grant development and distribution

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Resource Development

Community's Priority Recommendation	Strategies
2. Develop a funding strategy using data from the funding analysis	<ul style="list-style-type: none">• Determine the total funding amount needed by agencies and schools to provide the capacity of service they project over a 5 year period.• Study the Funding Analysis to identify current funding streams and the literacy outcomes.• Identify funding streams that are available but not accessed in Onondaga County.• Establish fiscal standards/stewardships guidelines of resources through an open process and according to generally accepted accounting principles.• Apply for grants that provide sustainability for literacy efforts

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Resource Development

Community's Priority Recommendation	Strategies
<p>3. Develop mechanisms for fund development and distribution.</p>	<ul style="list-style-type: none"> • Establish clear funding goals in the Community Literacy Plan • Establish Memorandums of Understanding's among literacy providers to foster stronger, coordinated literacy grant applications. • Update Memorandums of Understanding's annually • Offer grant seminars which grantees must attend to be part of a proposal • Seek funding from diverse and non-governmental funding sources • Build strong partnerships between schools and other community literacy providers • Utilize the work of the Literacy Mapping Project to communicate more effectively with funders and to focus on high needs issues. • Adopt a community wide data collection system to track numbers, success, cost benefits and literacy gains at all levels.

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Professional Development

Community's Priority Recommendation	Strategies
<p>1. Create a training hotline (information and curriculum support center) for literacy instructors and volunteers in partnership with existing community organizations</p>	<ul style="list-style-type: none"> • Identify/develop training for programs across the lifespan: early childhood through adult education and including services of tutoring, ESOL, learning disabilities, contextualized workplace literacy, health, financial and computer literacy. • Align all training to high quality research based standards. • Align to New York State Learning Standards. • Develop customized train the trainer models (Touchpoints, Health or Financial Literacy etc.) • Ensure trained personnel provide instruction at all literacy levels.

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Professional Development

Community's Priority Recommendation	Strategies
<p>2. Economic Development focus: Assist trainers/HR professionals/literacy providers by infusing business needs into training curriculum. This will respond to employers specific needs and provide a measurable return on investment.</p>	<ul style="list-style-type: none"> • Conduct leadership training on low literacy impacts the community: workforce, local citizens, health, economic development and more. • Collect, analyze and share data to show specific examples of how addressing low literacy results in improved outcomes (reduced turnover, safety, communication) • Link existing workforce literacy projects • Identify specific employers/industries with workforce needs.

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Professional Development

Community's Priority Recommendation	Strategies
3. Meet professional development needs for literacy service providers.	<ul style="list-style-type: none">• Conduct a needs assessment for professional development in Yr. 1.• Identify research/scientifically based methods Yr. 1• Measure local progress against national standards (ex. NCFL) for programs• Yr. 2 review data, report to the community and use this data to identify service and professional development needs.

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Economic Development

Community's Priority Recommendation	Strategies
1. Collect the data showing the economic impacts/costs of low literacy on the community, specific industry or business (turnover, productivity, loss time, etc.)	<ul style="list-style-type: none">• Develop an economic development and literacy baseline document to use in preparation for grants.• Infuse literacy into workplace literacy curriculums.• Identify funding sources according to business needs.• Determine with employers what the need is in each labor sector.

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Economic Development

Community's Priority Recommendation	Strategies
2. Assist employers regarding opportunities available to increase worker skills base.	<ul style="list-style-type: none">• Conduct a study of the top 15-20 emerging jobs/industries – then hire an expert curriculum builder, various business and higher education partners to change/improve P-16 education.• Connect literacy providers with the One Stop at CNY Works.• Connect business with the P-16 education continuum in the community.

**LITERACY COALITION OF ONONDAGA COUNTY
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Economic Development

Community's Priority Recommendation	Strategies
<p>3. Provide effective training for students, job seekers, and incumbent workers in order to retain talent and grow our regional economy.</p>	<ul style="list-style-type: none"> • Start literacy efforts with school age youth 12- 14 in Gear Up/After School programs, mentoring 15-18 in Career Path Planning • Adult skill assessment and goal setting for work • Review Work Keys and EFF credentialing and make it easily available to learners. • Develop Workplace Literacy Team ; a Regional Economic Development (RED) team: a trainer/performance expert, a literacy expert, and business translator/sales closer

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Performance Measurement

Community's Priority Recommendation	Strategies
1. Establish quality standards at a community level	<ul style="list-style-type: none">• Match Annual Yearly Progress as a whole and for sub-groups• Use existing school data as reported by NYSED and NCLB at the federal level.

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Performance Measurement

Community's Priority Recommendation	Strategies
<p>2. Research and select a centralized tracking and impact evaluation system for implementation in Onondaga County</p> <p>This system will also track broader literacy coalition and community change goals.</p>	<ul style="list-style-type: none"> • Conduct Perceptual Research Benchmark Study • Conduct a household literacy survey • Use existing baseline data (ex. NALS, census, Kids Count)) • Reach agreement on range of acceptable/comparable data Yr. 1 • Participate on National Institute for Literacy's Evaluation Task Force for Community Literacy

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Performance Measurement

Community's Priority Recommendation	Strategies
3. Develop standards and measurable targets so that programs will be able to track learner progress across funding streams and program types.	<ul style="list-style-type: none">•

Additional Community Literacy Plan Recommendations

Advocacy

1. Develop a common language to describe literacy in everyday language and for real life tasks
2. Research and identify successful national programs and determine if they work in our community
3. Solicit support/involvement of relevant community organizations, political activists and legislators
4. Add a grassroots leadership development track for ongoing engagement while gaining new literacy skills.
5. Link advocacy recommendations to Bridges Out of Poverty concepts
6. Access funds to pilot new initiatives
7. Start advocacy efforts with schools, neighborhoods with highest poverty levels and lowest graduation rates
8. Draft legislation to support expanded literacy training and services
9. Link with the Gifford Lecture Series
10. Make connection with the Citizen's Academy www.croinstitute.com/community/soul/citizens
11. Create political learning/community engagement programs that teach literacy and civic responsibility
12. Use the library to assist in linking adult education and vocational providers into a cohesive collaborative network
13. Recruit parent peer advocates
14. Train parent advocates
15. Develop team with strong grant writing skills
16. Look for best practice models to engage parents at the grass roots level
17. Survey parents, teachers, principals about parental involvement
18. Partner with state and national organizations
19. Utilize the work of the Literacy Mapping Project to communicate more effectively with the community
20. Use effective post card campaigns
21. Use email to communicate with providers, parents
22. Determine ways to engage non readers in a CNY Reads activity
23. Document the number of participants in a community reading activity
24. Track organizational involvement in a community reading activity
25. Conduct an annual literacy fair for professionals and also one for the community
26. Support the Literacy Parade and other neighborhood and community wide literacy events
27. Provide advocacy messages so that the community at large can speak with one voice around specific issues
28. Learn about and visit each other's programs
29. Disseminate Child Care Solutions information for child care facilities

LITERACY COALITION OF ONONDAGA COUNTY
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Additional Community Literacy Plan Recommendations

Advocacy

30. Provide information at the Food Bank and pantries
31. Promote Volunteerism!
32. Train literacy providers in Bridges Out of Poverty
33. Review community wide flexibility of scheduling for literacy programs
34. Increase direct outreach to new learners
35. Provide meals and other needed items to families attending programs after work
36. Recruit paraprofessional supporters for literacy programs
37. Teach health advocates ways to communicate effectively with patients
38. Establish Literacy Zones with permanent funding in high needs areas
39. Create a One Stop opportunity for communities not close to center city: Onondaga Nation, Cicero Canteen, churches, synagogues, mosques
40. Inform the faith community about need and ways to get involved
41. Ensure access to literacy programs is increased for the entire county
42. Identify transportation needs and develop possible solutions
43. Hold community meetings to share the Literacy Coalition Plan
44. Establish teams in each neighborhood to reinforce the Plan goals
45. Create a VALUE (Voice for Adult Literacy United for Education) chapter in Onondaga County
www.valueusa.org
46. Spotlight successful learners
47. Include some thoughtful revisions of the meaning of mentorship
48. Apply for mentor funding at the federal level
49. Celebrate a youth and families day of literacy and civic awareness activities: get sponsors, themes throughout the day
50. Find sponsors to provide incentives to learners and rewards for learners of all ages
51. Support corporate recognition for employees achieving success
52. Hook children on reading
53. Help children own their books
54. Develop selected book lists
55. Get books to childcare providers and pediatric practitioners
56. Train family members to read picture books daily to young children
57. Hold an annual celebration of reading
58. Have volunteers read at public service sites: WIC clinic, JobsPlus, CNY Works, food pantries
59. Track number of books being read in the community
60. Immerse the community in free books
61. Restart the Read Ahead community campaign

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Additional Community Literacy Plan Recommendations

Advocacy

62. Get a literacy spot on TV, in the newspaper, on the radio, on www.syracuse.com
63. Utilize PassKey www.passkeylearning.com or other self paced education program
64. Address the adolescent literacy issues
65. Develop systems to support literacy gains for Incarcerated youth and adults during incarceration and upon release
66. Advocate for more choices for post secondary education; give students more information on choices and scholarships
67. Provide more information to the community on learning disabilities and available services
68. Assure that inclusive practices are fostered in order to break down barriers that prevent learning in the classroom
69. Identify early intervention best practices
70. Develop financial literacy programs to guard against predatory lending
71. Plan for high quality Out of School Youth literacy services

LITERACY COALITION OF ONONDAGA COUNTY
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Additional Community Literacy Plan Recommendations

Economic Development

1. Provide information to be used to infuse literacy services into workforce programs
2. Identify areas of high needs and low literacy rates and develop targets and tactics for improvement
3. Devise a plan for assisting the business community with employee assessment and identification of literacy skill improvement: (ex. Work Keys)
4. Make linkage between careers and literacy levels
5. Establish and promote widely accepted quality standards for workforce literacy training and performance measurements of programs and participants
6. Review WorkKeys and Equipped for the Future credentialing and make it available to learners
7. Accelerate the DOL VESL project
8. Share trend data that indicates that as literacy improves costs decrease
9. Broaden base of funding
10. Assist persons with criminal histories with literacy and workforce development services
11. Conduct ongoing analysis of education and skills of unemployed and underemployed in this community; plan solutions
12. Conduct a Graduate Survey to determine how prepared individuals felt for a job; make changes based on data
13. Utilize the Syracuse 20/20 model to reach out and inform the business community about long-term economic benefits of literacy
14. Link to “ I Love New York” marketing to bring in new employers and new workers to CNY
15. Infusion of “literacy branding’ into the existing branding campaign of local industries and organizations
16. Develop after school programs that provide mentorships and opportunities for site visits at local companies to better understand Green Technology, construction, advanced manufacturing and health related careers
17. Link local economic development initiatives to the Literacy Coalition and Plan
18. Conduct a community survey about % of ESOL workforce and number and variety of languages spoken within a company
19. Develop a diagram of the Onondaga County Workforce Pipeline showing how literacy strengthens connections along that pipeline
20. Increase access for women and minorities to the trades
21. Increase the # of businesses interacting in the school
22. Link with MDA, MACNY, Creative Core, Center for Excellence and Syracuse Chamber of Commerce to foster relationships designed to improve the skills of the incumbent workforce and prepare the emerging workforce.

LITERACY COALITION OF ONONDAGA COUNTY
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Additional Community Literacy Plan Recommendations

Economic Development

23. Link with Partners in Education and Business, OCC, the Small Business and entrepreneurial Centers
24. Connect young women with mentorship programs through the Women in Entrepreneurship program and Girl Scouts
25. Create a directory of literacy programs tailored for employers
26. Train local businesses in Literacy Volunteers instructional methodologies
27. Universal workplace skills taught in all classrooms: CDOS Career Development and Occupational Studies taught in academic as well as vocational programs
28. Train literacy providers and community based organizations on Return on Investment and Return on Social Investment as appropriate
29. Bring back City as School
30. Increase the number of paid internships
31. Use Money Smart Curriculum to teach Financial Literacy
32. Use a Health Literacy curriculum; hold Health Literacy Study Circles
33. Review the Plain Language Institute research and materials
www.lacnyc.org/profdev/healthlit/plainlanguage
34. Prepare better printed materials on health care topics of insurance, prescription drugs, emergency room use
35. Connect the Journey to Jobs effort to an effective response to workplace literacy needs in the community
36. Develop curriculum to be incorporated into literacy/vocational classrooms to teach SCAN Skills.
37. Determine the connection between literacy skills and the Certificate for Workplace Competency
38. Market 100% engaged in Community Literacy in businesses in CNY.

LITERACY COALITION OF ONONDAGA COUNTY
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Additional Community Literacy Plan Recommendations

Professional Development

1. Develop Train the Trainer models
2. Produce a literacy training/professional development community newsletter
3. Recruit and train staff across multiple disciplines (social workers, case worker, facilitated enrollers to be aware of low literacy and referral to services)
4. Create/identify an assessment tool to identify low literacy at intake at various front doors (emergency rooms, homeless shelters, treatment centers; ex. Samaritan Center, Rescue Mission)
5. Develop community standards and ‘seal of approval’ for literacy providers based on best practices
6. Identify the targeted competencies that need to be addressed with literacy strategies and skills for individual employers
7. Create a single point of entry for literacy volunteers, teachers, in a virtual environment with standards/protocols shared by the community of providers
8. Link with the Regional Adult Education Network (RAEN) as a key partner in adult education professional development
9. Link with OCM BOCES for Reading Recovery, BETAC (Bilingual Education As a Second Language Assistance Center), Regional School Support Center
10. Link with ProLiteracy as a key partner in professional development
11. Develop a partnership for organizations offering native literacy (Native Language Literacy Network) to provide tiered learning opportunities leading to English proficiency and employment gains.
12. Offer a multi-discipline certification program for instructors.
13. Create a comprehensive professional development program leading to workforce/health/financial literacy qualification.
14. Expand “each one teach one” as a best practice model
15. Use a modular curriculum and support the design of a cohort centered instruction for targeted literacy training
16. Identify agencies offering training and associated costs.
17. Determine standards for certification at each literacy level
18. Review current practices for identifying those with limited literacy skills across the lifespan
19. Review, select, share information on new and learner appropriate assessment tools
20. Determine process for tracking referrals.
21. Consider how the Volunteer Center at the United Way can be involved in tracking volunteers
22. Seek community agreement on standards for ‘seals of approval’; research National Center for Family Literacy www.famlit.org

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Additional Community Literacy Plan Recommendations

Professional Development

23. Create a quality standard seal similar to the business process improvement programs (ISO 9000, Six Sygma etc.)
24. Measure number of literacy providers engaged with standards and pursuing continuous improvement and achievement of the standard
25. Train providers in awareness of learning disabilities, screenings and learning styles
26. Utilize virtual training on-line
27. Involve business leaders to incorporate entrepreneurial education in early stages of schooling to foster self improvement, independent thinking and early business competence.
28. Provide employees with literacy skills to perform their specific jobs and cross train them within their business
29. Analyze the benefit of literacy training at the workplace: # of employees who move up the ladder, improved wages, and improved communication skills
30. Recruit and train groups as a Literacy Warriors Corps: student learners working with other learners
31. Link with Onondaga Central Public Library to identify self help materials (ex. Books on tape
32. Identify resources to assist all trainers in understanding learning disabilities and the very specific strategies needed to create success for learners
33. Train all literacy providers to assist learner in finding their preferred learning style: auditory, visual, kinesthetic, tactile)
34. Analyze all training curriculums to ensure that an understanding of learning disability designed to foster student success is included
35. Identify “credible” lead groups to steer inventory phase of health literacy activities and resources including: LeMoyne, Reach CNY, Dept. of Health, SU
36. Develop a newsletter for health literacy instructors and practitioners
37. Identify a health literacy liaison in each health care organization
38. Expand Reach Out & Read to include all pediatricians
39. Determine organizational development needs among literacy providers (strategic planning, board development, program development, program measures, best practices, formalizing agreements, creating memorandums of understanding/contracts, building strategic alliances, pursuing mergers)
40. Create concise lists for providers to know what the best practices are to get out of ruts.
41. Train literacy providers in computer use for their own purpose and to assist learners

LITERACY COALITION OF ONONDAGA COUNTY
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Additional Community Literacy Plan Recommendations

Marketing

1. Select a marketing firm to put together branding recommendations
2. Track volunteers through the Volunteer Center at the United Way
3. Coordinate efforts with the Family Literacy Alliance of Greater Syracuse (FLAGS)
4. Develop and maintain a literacy message board to promote better communications in and between all literacy providers
5. Align Board agendas to the 8 Community Literacy Indicators
6. ‘Blast’ electronic fliers
7. Assure that all participants in the planning and campaign represent all demographics in the community
8. Develop a large scale media campaign stressing that literacy is good for the bottom line. Use 20/20 model for speaking about literacy.
9. Establish buy-in by all literacy stakeholders and providers
10. Create a speaker’s bureau for leadership and business on the value of literacy
11. Work with Performance Measurement recommendations to develop and promote a ‘seal of approval’ for professional development
12. Measure the message board activity
13. Measure to achieve 100% media support
14. Identify an adult literacy student as a spokesperson; let the community see faces over and over whose testimony they truly hear and respect
15. Create inspiration for potential learners “I don’t have to be ashamed, I can do this”
16. Work with Darlene, William, Alejandra, Andre (adult students who gave testimonials during planning meetings)
17. Have persons who have benefited from literacy services tell their stories
18. Create messages of hope
19. Have former graduates come back to school to tell their success story and encourage other students with practical supports such as a mentor or tutor
20. Immerse the community in information about educational choices
21. Develop a county literacy directory: on line, paper, hotline
22. Create the media message that learning is lifelong living
23. The media message must help de-stigmatize negative ideas about lifelong learning and asking for literacy help
24. Poll students enrolled in programs about what helped them decide to improve their literacy skills
25. Develop costume characters to visit the schools
26. Start a Geek Heroes Program in each school

LITERACY COALITION OF ONONDAGA COUNTY
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Additional Community Literacy Plan Recommendations

Marketing

27. Create a targeted awareness message to health care providers about how literacy impacts health outcomes
28. Expand the Health Literacy curriculum with ASK-Me-3 www.askme3.org
29. Investigate the Plain Language Institute www.lacnyc.org
30. Show a brain development CD for every family with a new child
31. Give a birthday book to every child age 1-5
32. Partner with the Literacy Assistance Center to review their marketing process and AMA resources www.lacnyc.org
33. Partner with the Syracuse Commission for Women on health issue www.syracuse.ny.us/mayorDOCS/Womens
34. Promote family literacy facilitators
35. Conduct a virtual book expo through Amazon.com
36. Partner with Journey to Jobs and have a second Workforce Summit with a literacy theme www.cnyworks.com/J2J/news
37. Create a literacy assessment that employers can use to determine their organizations 'LQ' a Literacy Quotient
38. Merge with other parts of the Community Literacy Plan calling for a unified community literacy system
39. Involve 50 adult learner that have overcome personal challenges to gain success within the community – VALUE chapters www.VALUEusa.org Voice of Adult Learners United for Education
40. Have adult learners share their story door to door
41. The Literacy Hotline operator must be a paid staff member
42. Tap into senior citizens at nursing homes and assisted living to serve as literacy volunteers
43. Connect with current SCSD family literacy work
44. Develop the criteria for being 100% engaged and create 100% engaged status for programs and business
45. Track the top 100 literacy partners in Onondaga County
46. Use data as a tool for promoting success and creating outreach awareness
47. Receive a 100% engaged seal from Onondaga County when you are promoting literacy standards across programs, evidence based practice, scientifically based and researched curriculums

LITERACY COALITION OF ONONDAGA COUNTY
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Additional Community Literacy Plan Recommendations

Resource Development

1. Use the Funding Analysis to develop an annual funding strategy with specific goals
2. Send representatives to national funding conventions
3. Establish a Funding Task Force to oversee grant development and distribution
4. Establish a Literacy Coalition budget Yr. 1 – 5
5. Set funding goals based on priorities from the Community Literacy Plan
6. Determine ratio of administrative and fundraising to provider flow through for program services
7. Develop a budget that allows for a high level of capacity building
8. Engage CENTRO to provide transportation for adult in literacy programs or those attending their child's school
9. Obtain funding for marketing, train the trainer, access to services, a paid Parent Peer Network, family literacy facilitators, books, capacity building, data management systems
10. Create a literacy program resource at each neighborhood library
11. Create Family Library passes
12. Include pilot "Projects of Promise" in the annual funding plan
13. A formal structure will be adopted so that literacy is more than an agenda item but clearly is infused in the activities and outcomes expected by grant makers locally
14. Develop opportunities for national funders to be engaged in the literacy efforts in Onondaga County
15. Organize a funders group and collaborate in the grant making process
16. Use Onondaga County Public Library Foundation Center resources located at the Galleries
17. Prepare a literacy fact sheet for Onondaga County which agencies can use to understand how literacy impacts poverty, homelessness, violence and crime, school readiness, graduation rates.
18. Use the information from the Health, Financial, Faith Based and Student Learner forums to drive the search for funding resources
19. Quantify the Return on Investment from literacy programs
20. Meet regularly with funders
21. Discuss literacy infusion through the county with County Executive Joanie Mahoney
22. Grant awards locally will be received based on use of the Community Literacy Plan Priority areas that are addressed in the proposal for services
23. Identify 10 funding sources in the corporate and foundation listings named in the Funding Analysis to select and apply in Yr.1
24. Determine the cost of a continuum of services that can be provided with Literacy Volunteers of Greater Syracuse in partnership with literacy providers offering basic skill development and GED preparation

LITERACY COALITION OF ONONDAGA COUNTY
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Additional Community Literacy Plan Recommendations

Resource Development

25. Use WIKI's, listservs, blogs. Assure that organizations have the technology capacity to participate fully
26. Match dollars and human resources to meet the need
Update computer labs at agencies providing after school, out of school youth programs
27. Link the funding plan to the Professional Development priorities to appropriately train teachers in the use of technology with learners
28. Utilize BLACKBOARD and other on line instructional methodologies of distance learning to increase outreach and capacity for adult learners
29. Engage local technology businesses to explore In-Kind contributions
30. Involve higher education student interns in updating donated computer hardware
31. Create a 'capacity' log among literacy providers that identify program strengths, capacity, costs, and experience.
32. Increase the ability of programs to increase capacity in the areas of tutoring and learning disability services.
33. Provide work stipends to engage parents assisting in the schools.
34. Work with CENTRO for a literacy bus pass.