



2015-2018 Strategic Plan

Vision: Children arrive at school healthy and prepared to succeed in school and in life.

Mission: To lead community partners in maximizing and coordinating resources that ensure equal opportunities for all young children, birth to five, to be ready for school – ready for life.

Reference Tools:

SWOT Analysis – Staff, Board, Community Transition Steering Committee
VECF Core Principles
VSQI/OECD Grant: 2015-2016
Strategic Plans from Danville-Pittsylvania County/Prince William County

VECF Work plan: 2015-2016
VECF Framework
VFHY Grant: 2015-2018
SBRA Strategic Plan: 2010-2015

Goal 1: Improve the quality of early childhood care and education programs.**Objective 1: Assure that professional development opportunities effectively promote the specific competencies that support effective teaching and interactions.**

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Assist with professional development plans created by centers through the VSQI program.	<p>Increase by 80% the number and percent of Virginia Quality centers who successfully create and implement a professional development plan.</p> <p>Increase by 50% the number and percent of Virginia Quality centers who improve their level of rating.</p>	<ul style="list-style-type: none"> • Virginia Quality Technical Assistants • OECD Grant Funding • Professional Development Workshops and Conferences 	Virginia Quality Program Specialist	April 2016
Continue to offer an annual Kindergarten Transition Conference for preschool and kindergarten teachers to address school readiness.	<p>Increase by 10% each year the number of preschool and kindergarten teachers who participate in the Kindergarten Transition Conference.</p> <p>Increase by 75% each year the preschool and kindergarten teachers who implement kindergarten transition best practices in their classroom.</p>	<ul style="list-style-type: none"> • SBRA staff • Community Transition & Conference Planning Committees • Grant Funding • Facility 	Conference Planning Committee	December 2018

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Coordinate teacher training through the AI's Pals program for the implementation of a social/emotional curriculum.	Promote 100% teacher attendance and success. Improve by 25% each year the prosocial skills and behaviors in children who receive the AI's Pals curriculum.	<ul style="list-style-type: none"> • Wingspan Training Program/Trainers • Facility • AI's Pals Kits 	AI's Pals Program Specialist	October 2018
Provide professional development opportunities for all technical assistance specialists and engaged early child care centers and family child care providers participating in Virginia Quality.	Increase the number and diversity of professional development opportunities offered to technical assistance specialists and child care providers by at least one training every year.	<ul style="list-style-type: none"> • Virginia Quality Program Staff • Professional Development Workshops and Conferences • OECD and DSS Grant Funding • Facility 	Virginia Quality Regional Coordinator	May 2018
Promote high quality early education learning opportunities (i.e. CDA, online training, webinars, job-embedded)	Offer at least one program every year that can be completed online.	<ul style="list-style-type: none"> • SBRA Program staff • Germanna Community College • Online Programs • Grant Funding 	Virginia Quality Regional Coordinator	May 2018

Objective 2: Elevate the profession by increased public awareness of the importance of early childhood professions and the resources available to pursue those professions.				
Strategies	Measure	Resources	Person(s) in Charge	Timeline
Develop a brochure, <i>Child Care is a Career</i> .	Publish the brochure, <i>Child Care is a Career</i> .	<ul style="list-style-type: none"> • SBRA staff • Graphic Designer • Printing Costs 	Executive Director	November 2015

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Expand resources available to fund scholarships for eligible providers.	Increase by 10% per year the number of providers to receive scholarships for certification.	<ul style="list-style-type: none"> • SBRA Program staff • Grant Funding 	VSQI Regional Coordinator	April 2018
Determine public and private sector funding sources to support professional development for early childhood teachers.	Identify public and private sector funding sources by creating a list to reference, as needed.	<ul style="list-style-type: none"> • SBRA staff • Public Engagement and Fundraising Committee 	Executive Director	December 2015
Strengthen partnerships with local adult basic education programs and higher education institutions to support the learning needs of early childhood educators.	Arrange at least two meetings with adult education programs and higher education institutions to discuss ways to support the learning needs of early childhood educators.	<ul style="list-style-type: none"> • SBRA staff • Germanna Community College • University of Mary Washington 	Executive Director	April 2016

Objective 3: Increase participation by early child care centers in the Virginia Quality Initiative.				
Strategies	Measure	Resources	Person(s) in Charge	Timeline
Engage seven new centers between September 2015 and June 2016 for participation in Virginia Quality and determine program needs and level of support.	Increase by 16% the number of new centers for participation in Virginia Quality.	<ul style="list-style-type: none"> • Virginia Quality Program staff • OECD Funding • Virginia Quality Materials 	Virginia Quality Regional Coordinator	December 2015
Engage two new family child care providers between September 2015 and June 2016 for participation in Virginia Quality.	Increase by 50% the number of new family child care providers for participation in Virginia Quality.	<ul style="list-style-type: none"> • Virginia Quality Program staff • OECD Funding • Virginia Quality Materials 	Virginia Quality Regional Coordinator	December 2015
Develop a public awareness and communication plan targeted towards early child care providers and parents of young children that focuses on the elements included in the Virginia Quality.	Develop and promote a public awareness and communication plan that focuses on Virginia Quality.	<ul style="list-style-type: none"> • Virginia Quality Program staff • Executive Director • OECD Funding • Virginia Quality Materials 	Virginia Quality Regional Coordinator	March 2016

Objective 4: Increase participation by early child care centers in Al's Pals: Kids Making Healthy Choices.				
Strategies	Measure	Resources	Person(s) in Charge	Timeline
Engage 15 new classrooms between September 2015 and June 2016 for participation in Al's Pals and determine program needs and level of support.	Increase by 14% the number of new classrooms for participation in Al's Pals.	<ul style="list-style-type: none"> Al's Pals Program Specialist VFHY Funding VFHY Materials 	Al's Pals Program Specialist	June 2016
Develop a public awareness and communication plan targeted towards early child care providers and parents of young children that focuses on the elements included in Al's Pals.	Develop and promote a public awareness and communication plan that focuses on Al's Pals.	<ul style="list-style-type: none"> Al's Pals Program Specialist VFHY Funding VFHY Materials 	Al's Pals Program Specialist	March 2016

Objective 5: Establish a smooth transition of children from home to child care to preschool to elementary school.				
Strategies	Measure	Resources	Person(s) in Charge	Timeline
Support a Kindergarten Transition Specialist position to oversee the <i>Passport to Kindergarten</i> program.	Recruit and retain a qualified and effective Kindergarten Transition Specialist.	<ul style="list-style-type: none"> SBRA staff Job Description 	Executive Director	July 2015

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Continue to support a Community Transition Steering Committee to foster a transition process using evidence-informed kindergarten transition practices, including the “Ready Freddy” program.	Promote committee structure by maintaining the Community Transition Steering Committee and meeting a minimum of four times a year.	<ul style="list-style-type: none"> • Kindergarten Transition Specialist • Meeting Facility 	Community Transition Steering Committee Chair & Kindergarten Transition Specialist	June 2018
Coordinate opportunities for partnerships among families, child care providers, preschools and the elementary schools.	<p>Provide at least two Kindergarten registration events each year that inform and engage parents in transition practices.</p> <p>Promote opportunities with all child care programs by sharing information at Directors meeting and via e-mail to assure that they are linked with kindergarten programs.</p>	<ul style="list-style-type: none"> • Kindergarten Transition Specialist • Community Transition Steering Committee • Virginia Quality Program Specialist • Grant Funding • Meeting/Event Facilities 	Community Transition Steering Committee Chair & Kindergarten Transition Specialist	<p>June 2018</p> <p>May 2016</p>

Objective 6: Reduce barriers for families to ensure increased access to quality preschool experiences.				
Strategies	Measure	Resources	Person(s) in Charge	Timeline
Advocate for additional child care subsidies to offset the costs of quality early care and education for low and moderate income families.	Promote opportunities for additional child care subsidies by meeting at least once with regional Social Services Directors and sharing information via e-mail with local and state policymakers.	<ul style="list-style-type: none"> • SBRA staff • Regional Social Services Directors • Material/Regional Data on child care subsidies 	Executive Director	June 2017
Assess and advocate for specialized types of early education and care to ensure adequate supply of services to meet the demand at the infant, toddler and preschool stages.	Promote efforts to ensure adequate services at the infant, toddler and preschool stages by participating monthly in the Interagency Coordinating Council on Early Intervention meetings and meeting quarterly with the Infant and Toddler Network Specialists.	<ul style="list-style-type: none"> • SBRA staff • Interagency Coordinating Council on Early Intervention • Healthy Families Rappahannock Area • The Childcare Network • Material/Regional Data on services at the infant, toddler and preschool stages 	Executive Director	June 2018

Goal 2: Achieve financial sustainability through diversification and growth of income streams.

Objective 1: Implement Resource Development Plan for procuring the resources needed for systems building and accomplishing program priorities.

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Coordinate a work plan with the Fundraising Committee to review and refine the resource development plan.	Create a Resource Development plan which includes steps for procuring the resources needed for systems building and accomplishing program priorities.	<ul style="list-style-type: none"> • SBRA staff • Public Engagement & Fundraising Committee 	Public Engagement & Fundraising Committee Chair & Executive Director	December 2015

Objective 2: Develop and implement a plan for maximizing effective use of existing resources and for raising additional diversified resources.

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Increase sponsorships/attendance at <i>Come Make A SPLASH for Young Children</i> fundraiser.	Increase by 20% each year the monies raised through sponsorships and attendance.	<ul style="list-style-type: none"> • SBRA staff • Public Engagement & Fundraising Committee • YMCA Water Park 	Public Engagement & Fundraising Committee Chair & Executive Director	June 2018
Increase the level of giving during the Fall Annual Appeal (October/November).	Increase by 100% each year the monies raised through the Fall Annual Appeal.	<ul style="list-style-type: none"> • SBRA staff • Public Engagement & Fundraising Committee • Funding 	Public Engagement & Fundraising Committee Chair & Executive Director	June 2018

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Increase the level of donations during the Community GIVE in May.	Increase by 35% each year the monies raised through the Community GIVE.	<ul style="list-style-type: none"> • SBRA staff • Public Engagement & Fundraising Committee • Funding 	Public Engagement & Fundraising Committee Chair & Executive Director	June 2018
Explore avenues for a second major fundraiser	Identify fundraiser opportunities by creating a list to reference.	<ul style="list-style-type: none"> • SBRA staff • Public Engagement & Fundraising Committee • Funding 	Public Engagement & Fundraising Committee Chair & Executive Director	May 2016
Promote Amazon SMILE to donors, Board, committee members, friends and family.	Increase the number and percent (to 100%) each year of participation in Amazon SMILE.	<ul style="list-style-type: none"> • SBRA staff • Public Engagement & Fundraising Committee 	Public Engagement & Fundraising Committee Chair & Executive Director	June 2018
Explore fundraising incentive programs.	Identify fundraising incentive programs by creating a list to reference.	<ul style="list-style-type: none"> • SBRA staff • Public Engagement & Fundraising Committee 	Public Engagement & Fundraising Committee Chair & Executive Director	May 2017
Explore revenue streams from centers and parents.	Identify possible revenue streams from centers and parents by creating a list to reference.	<ul style="list-style-type: none"> • SBRA staff • Public Engagement & Fundraising Committee 	Public Engagement & Fundraising Committee Chair & Executive Director	May 2017

Objective 3: Meet with potential major donors.				
Strategies	Measure	Resources	Person(s) in Charge	Timeline
Identify, cultivate and solicit potential major donors through a prospect management system.	Achieve budgeted fundraising goals each year.	<ul style="list-style-type: none"> • SBRA staff • Fundraising Committee • Board of Directors • SBRA Unrestricted Funds 	Public Engagement & Fundraising Committee Chair & Executive Director	June 2018
Increase outreach to faith-based entities.	Identify possible faith-based entities by creating a list to reference and meeting with each one at least once.	<ul style="list-style-type: none"> • SBRA staff • Public Engagement & Fundraising Committee 	Public Engagement & Fundraising Committee Chair & Executive Director	May 2017
Coordinate periodic self-assessment of the diversity of skills, community connections and influence of the leadership body to guide development planning.	Engage the Board in a minimum of two self-assessments each year to determine the diversity of skills and community connections to guide development planning.	<ul style="list-style-type: none"> • Board Chair • Self-assessment tool 	Board Chair	June 2018

Goal 3: Improve capacity to use community data to guide collaborative decision-making; set targets and measure, track and report results.

Objective 1: Determine strategies that increase capacity to identify, analyze and utilize current meaningful community data throughout all programs (to include VSQI, AI's Pals and Passport to Kindergarten).

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Design a plan with UMW and one school division to collect longitudinal data (Pre-K – 3 rd Grade).	Promote a plan with UMW and one school division to collect longitudinal data (Pre-K – 3 rd Grade).	<ul style="list-style-type: none"> • SBRA staff • Community Transition Steering Committee • UMW and school division staff • Funding to contract researchers 	Contracted Researcher	June 2017
Collect regional data to understand kindergarten enrollment patterns and challenges.	Analyze data and generate an evaluation report (dashboard) of findings each year.	<ul style="list-style-type: none"> • Kindergarten Transition Specialist • Community Transition Steering Committee • School division staff • Grant Funding 	Kindergarten Transition Specialist	June 2018
Collect professional development data from participating Virginia Quality centers and family child care providers.	Analyze data and generate an evaluation report of findings each year, demonstrating the effectiveness of VSQI participation.	<ul style="list-style-type: none"> • Virginia Quality Regional Coordinator • Virginia Quality Centers/Family child care providers • Grant Funding 	Virginia Quality Regional Coordinator	June 2018

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Collect AI's Pals Program data on a cumulative basis over three years	Analyze data and generate an evaluation report of findings each year.	<ul style="list-style-type: none"> • AI's Pals Program Specialist • AI's Pals Centers • VFHY Grant Funding • Wingspan Evaluator 	AI's Pals Program Specialist	June 2018
Determine community data (i.e. cost of child care, % of providers with degrees, providers who accept children with special needs, % of poverty level, health insurance, receive subsidies, early intervention services, etc.) and its sources (i.e. Virginia's School Readiness Report Card, interactive data map and Kids Count Data).	Identify community data and its sources that include specific benchmarks for targeted areas.	<ul style="list-style-type: none"> • SBRA staff • Community agencies and school divisions • Surveys for parents, centers and community agencies. 	Executive Director	September 2016
Execute regular meetings between the Executive Director and program specialists to focus on specific data relevant to each program.	Increase the level of program support by holding quarterly meetings between the Executive Director and program specialists each year to review data on each SBRA program.	<ul style="list-style-type: none"> • SBRA Program staff • Executive Director • Program data 	Executive Director	May 2018

Objective 2: Facilitate the use of data to establish community targets for improvement in early childhood indicators of concern.				
Strategies	Measure	Resources	Person(s) in Charge	Timeline
Coordinate local relationships that nurture data sharing and identifying community targets.	Promote efforts to ensure capacity for data sharing by increasing the level of engagement with community agencies and school divisions.	<ul style="list-style-type: none"> • SBRA staff • Community agencies • School divisions • Community Transition Steering Committee 	Executive Director	September 2016
Explore a tool to help gather and compile data.	Analyze multiple data software programs and generate a summary report of findings to determine a tool to procure.	<ul style="list-style-type: none"> • SBRA staff • Data software programs to review 	Executive Director	May 2016

Goal 4: Increase the level of public understanding as to the critical importance of early childhood development.

Objective 1: Support parents with the knowledge and awareness of best practices, proper child development and community resources in order to serve as their child’s best teacher and advocate.

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Recruit parents of young children, representative of all sectors of the community, to provide on-going input into the planning and delivery of family support services for early childhood.	Promote input into the planning and delivery of family support services for early childhood by creating a Ready Families Advisory Council which meets at least two times a year.	<ul style="list-style-type: none"> • SBRA staff • Community agencies • Child care Centers and Family Child care Providers • Grant funding • Meeting facility 	Executive Director	May 2017
Connect and enhance various parent education and family support programs currently offered to identify gaps, disseminate best practices, expand services and promote services to families.	Promote efforts to connect and enhance parent and family support programs by increasing the level of engagement with community agencies and school divisions.	<ul style="list-style-type: none"> • SBRA staff • Community agencies • School divisions 	Executive Director	September 2016
Expand the “Are You Parent Ready” school readiness event with the Children’s Museum.	Increase by 10% each year parent and child attendance at the school readiness event with the Children’s Museum.	<ul style="list-style-type: none"> • Kindergarten Transition Specialist • Community Transition Steering Committee • Grant funding • Children’s Museum facility and staff 	Community Transition Steering Committee Chair & Kindergarten Transition Specialist	June 2018

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Promote and participate in annual <i>Week of the Young Child</i> events.	Coordinate the planning and delivery of <i>Week of the Young Child</i> events by meeting at least four times a year with a planning committee.	<ul style="list-style-type: none"> • SBRA staff • Grant funding • Planning Committee • Public Engagement & Fundraising Committee 	Public Engagement & Fundraising Committee Chair & Executive Director	April 2018

Objective 2: Support public awareness and engagement in the development and implementation of quality improvement strategies.

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Utilize various media and publication tools to inform and engage parents and community stakeholders.	Increase by 15% the number of media and publication tools used each year to inform and engage parents and community stakeholders.	<ul style="list-style-type: none"> • SBRA staff • Grant funding • Public Engagement & Fundraising Committee 	Public Engagement & Fundraising Committee Chair & Executive Director	May 2018
Inform and involve local and state policymakers.	Increase local and state policymakers understanding through a minimum of three communication efforts and participation in at least one event each year (i.e. visiting Al's Pals or Virginia Quality center).	<ul style="list-style-type: none"> • SBRA staff 	Executive Director	May 2018

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Enhance workforce engagement efforts with area businesses, school divisions, higher education and community agencies.	Promote input into workforce engagement efforts by increasing the level of engagement with area businesses, school divisions, higher education and community agencies and holding a JOB ONE event each year.	<ul style="list-style-type: none"> • SBRA staff • Public Engagement & Fundraising Committee • Grant funding • Regional businesses, school divisions, higher education and community agencies 	Public Engagement & Fundraising Committee Chair & Executive Director	April 2018

Objective 3: Increase the percentage of children identified as in need of early intervention services.				
Strategies	Measure	Resources	Person(s) in Charge	Timeline
Support efforts of family service organizations to expand services for improving birth outcomes and early parenting experiences.	Promote efforts of family service organizations by participating monthly in the Interagency Coordinating Council on Early Intervention meetings.	<ul style="list-style-type: none"> • SBRA staff • Interagency Coordinating Council on Early Intervention • Healthy Families Rappahannock Area 	Interagency Coordinating Council on Early Intervention Chair; Healthy Families Rappahannock Area Executive Director	May 2018
Coordinate training of early care educators in the screening guidelines that promote healthy development and early detection of special needs through the use of Ages and Stages (ASQ) and (ASQ-SE).	Prepare and hold a minimum of 2 trainings each year for early care educators in ASQ and ASQ-SE.	<ul style="list-style-type: none"> • ASQ/ASQ-SE Trainer • ASQ/ASQ-SE Materials • Training Facility • Grant funding 	Virginia Quality Program Specialist	December 2016

Goal 5: Establish and sustain an organization structure that is representative of the community and has the authority, public support and resources to ensure children’s school readiness becomes and remains a top priority.

Objective 1: Maintain a governance and operational structure that is representative of the region to oversee the success of Smart Beginnings Rappahannock Area.

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Retain a diverse Board of Directors to serve as a governing board by providing general oversight and leadership on school readiness issues, resource development, policy and advocacy.	Promote 100% of Board diversity that is representative of the community and meets a minimum of six times a year.	<ul style="list-style-type: none"> • Executive Director • Board Chair 	Board Chair	March 2018

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Identify and engage key public-private leadership with shared accountability.	Increase by 10% per year the number of key public-private leaders who are identified and become engaged in the mission of SBRA.	<ul style="list-style-type: none"> • SBRA staff • Board Executive Committee 	Executive Director	March 2018
Provide an opportunity for orientation for all new leadership body members	Promote 100% of Board orientation for all new members.	<ul style="list-style-type: none"> • Board Executive Committee 	Board Chair	March 2018
Maintain an effective committee structure that will support and assist in the implementation of Smart Beginnings Rappahannock Area's Strategic Plan.	Promote committee structure by maintaining the Finance and Public Engagement/Fundraising Committees, adding a Board Development Committee and meeting a minimum of four times a year.	<ul style="list-style-type: none"> • Board Chair • Executive Director 	Board Chair	March 2018
Inform and involve local and state policymakers.	Increase local and state policymakers understanding through a minimum of three communication efforts and participation in at least one event each year.	<ul style="list-style-type: none"> • SBRA staff 	Executive Director	May 2018

Objective 2: Support cross-sector collaboration to maximize resources and improve efficiencies, effectiveness and quality.

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Engage Culpeper County, as the newest locality in the coalition, in the effective delivery of early childhood services.	Contribute to SBRA through Board representation and committee involvement that leads to support of early childhood services.	<ul style="list-style-type: none"> Executive Director Board Chair 	Executive Director	April 2016
Coordinate a focus group with public school elementary principals and child care providers who will support and assist in the implementation of Smart Beginnings Rappahannock Area's Strategic Plan.	Recruit a minimum of 12 elementary principals and child care providers and hold at least two meetings.	<ul style="list-style-type: none"> SBRA staff Community Transition Steering Committee School divisions Child care and Family Child care Providers Meeting facility 	Executive Director	April 2016

Objective 3: Develop a public awareness campaign to help the general public understand the importance of and take part in supporting young children's school readiness.

Strategies	Measure	Resources	Person(s) in Charge	Timeline
Coordinate a work plan with the Public Engagement Committee to review and refine the public awareness plan.	Public awareness plan is created which includes a public awareness campaign on school readiness.	<ul style="list-style-type: none"> SBRA staff Public Engagement & Fundraising Committee 	Public Engagement & Fundraising Committee Chair & Executive Director	December 2015