



Strategic Plan 2015-2017

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| Our Vision | That all Western Tidewater children transition to school healthy and ready to learn. |
| Our Mission | To foster collaborative leadership through public and private partnerships that will increase awareness and support for early childhood care and educational systems as to ensure all children enter school healthy and ready to learn. |
| Our Programs and Services | Smart Beginnings Western Tidewater accomplishes its mission through convening the SB Western Tidewater Early Childhood Collaborative and through sustaining the Virginia Start Quality Initiative. |
| Our Strategic Goals: 2015-2017 | <ul style="list-style-type: none"> • Strengthen economic sustainability of the organization • Develop better technology and effectively utilize technology to fulfill mission • Expand the Virginia Start Quality Initiative program in Western Tidewater and increase opportunities for early child care trainings for both parents and teachers • Effectively cultivate a strong collaborative effort to increase family engagement; screenings, evaluations and referrals; and school transition |



Background and Context

Smart Beginnings Western Tidewater (SBWT) was founded in 2008 as a multi-jurisdictional, non-profit funded by a Virginia Early Childhood Foundation Smart Beginnings grant with additional funding from the City of Franklin, Southampton County, and Isle of Wight County. The first five years of a non-profit are typically referred to as the start-up phase. Thanks to local leaders, elected officials, the executive director, staff, and collaboration leaders, Smart Beginnings has a strong, successful platform to build upon. SBWT serves as a convener for a collaboration comprised of members representing various agencies and organizations that impact local early childhood development. Through the successful efforts of SBWT, the SB Western Tidewater Early Childhood Collaborative has enabled agencies to institute new programs, expand existing programs, receive grant funding, and increase the quality of local provider care. Past accomplishments of SB Western Tidewater Early Childhood Collaborative include the following initiatives:

- Advancing Behavioral Competencies Project through The Children’s Center
- Homeless Grant –Department of Social Services
- Western Tidewater Community Services Board Grant
- Head Start Expansion through The Children’s Center
- Franklin Advisory Council
- Planning Council Obesity Prevention Grant through Obici Healthcare Foundation
- VSQI Quality Ratings
- Single Day School Registration for all three localities
- Parent/Provider Training Events
- Medicaid/FAMIS Outreach
- Appointed as Mentor to five other Smart Beginnings initiatives

In mid-2014, the executive director who led the organization for the first five years, resigned and a new executive director joined the organization in late 2014. As SBWT moves into the next phase, change management is essential. In addition to new leadership, other transitions for 2015 include: the expiration of several board members’ terms, changes in the existing SB Collaboration working model, new collaboration members, changes in staff personnel, and potential reductions in locality and VSQI funding.



Strategic Planning —What Has Changed and Why?

The original SBWT Collaboration model was based on the Annie E. Casey Leadership in Action Program (LAP) and incorporated Results Based Accountability (RBA) as a decision making model to establish and track committee results. The LAP model required adherence to a self-directed leadership concept with SBWT serving as an enabler to bring collaboration members together. SBWT did not have a formal strategic plan in recent years because the RBA “Turn the Curve” documentation served as the strategic focus for SBWT. In 2012 using RBA, SB Collaboration committees identified four areas of strategic focus. These were: Child Friendly Communities, Health and Wellness of Children, Provider Training, and Transition to Kindergarten. While progress was made in these areas the understanding and application of RBA diminished over time as collaboration membership evolved and changed. This led to the realization that a formal strategic plan needed to be created to identify strategic areas of focus and track results. The strategic plan includes a strategy focused on identifying a new SB Collaboration model and redefining a work structure to engage all collaboration members. The executive director and collaboration members identified potential initiatives for the SB Western Tidewater Early Childhood Collaborative. Suggested initiatives were shared with the board for confirmation and incorporation in the strategic plan. Upon approval of the 2015-2017 strategic plan, it was agreed upon that the plan be revisited yearly and adapted for the next three-year cycle.

The Approach

The approach utilized a simplified Results Based strategic planning model. A preliminary strategic plan draft was developed by Millview Consulting prior to executive committee and board work sessions and was used to fast-track the development of the strategic plan and serve as a suggested starting point. Resources used to create the draft were:

- January board meeting feedback regarding the status of SBWT and the SBWT collaboration
- Harvard Research Project data regarding early childhood development best practices
- Other Smart Beginnings Strategic Plans (Rappahannock, Danville, Martinsville)
- Feedback and information from the executive director



Our Goals: 2015-2017

Goal One: Strengthen economic sustainability so that Smart Beginnings Western Tidewater holds the appropriate resources and funds to continue to grow services and programs that impact all three localities represented.

Strategies

1. Identify funding strategies and streams
2. Increase the understanding of SBWT and the involvement of businesses and communities in our efforts
3. Share results and data through the creation and distribution a community report card

| Goal | Strategy | Action (Objective) | Responsibility | Timeline |
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| Goal One: Sustainability | 1. Identify Funding Strategies and Streams | A. Conduct a financial review to identify immediate funding needs for 2015-2016 | Executive Director | 2015 |
| Goal One: Sustainability | 1. Identify Funding Strategies and Streams | B. Create a forecast for 2015-2018 | Executive Director | 2015 |
| Goal One: Sustainability | 1. Identify Funding Strategies and Streams | C. Establish funding targets and determine the funding to be sourced from the localities, the community, and area businesses | Executive Director and Board of Directors | 2016 |
| Goal One: Sustainability | 2. Increase understanding and involvement of businesses and community | A. Conduct and publish a community assessment to identify early childhood needs and draw attention and interest to SBWT mission. | Executive Director | 2016 |
| Goal One: Sustainability | 2. Increase understanding and involvement of businesses and community | B. Use the annual breakfast as a tool to publically recognize success and development | Executive Director | 2015-2017 |
| Goal One: Sustainability | 3. Create and distribute a community report card | A. Provide a detailed explanation of measurable impacts as a result of collaborative initiatives detailed in strategic goal four. | Executive Director and Staff | 2015-2017 |



Goal Two: Develop better technology and effectively utilize technology to improve communications, increase efficiency, and add value to the organization.

Strategies

1. Assess the current website and identify targeted improvements to better usability and reduce costs
2. Deploy appropriate web based and mobile based applications, including social media, as communication and marketing tools
3. Evaluate existing equipment to identify improvement and remove existing technological barriers

| Goal | Strategy | Action (Objective) | Responsibility | Timeline |
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| Goal Two: Technology | 1. Assess website and identify improvements | A. Request proposals from website vendors and implement improvements and upgrades once identified. | SBWT Staff | 2015 |
| Goal Two: Technology | 2. Deploy web-based/mobile-based applications | A. Assess if there potential web and mobile-based applications that will improve communication and marketing, such as web-conferencing. | SBWT Staff | 2015/2016 |
| Goal Two: Technology | 3. Equipment | A. Evaluate current technology regarding client data tracking and equipment. | SBWT Staff | 2015/2016 |



Goal Three: Expand the Virginia Start Quality Initiative program in Western Tidewater and increase opportunities for trainings for providers to drive improved decision making regarding early child care and education.

Strategies

1. Promote and grow the Virginia Start Quality Initiative for child care providers and centers
2. Increase the scope and quality of provider trainings to reach providers
3. Maintain the regional infrastructure to ensure continuity of VSQI programming

| Goal | Strategy | Action (Objective) | Responsibility | Timeline |
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| Goal Three: Quality Child Care | 1. Promote and grow VSQI | A. Determine funding and resources needed for the VSQI 2.0 program. This includes SBWT led trainings and staff: VSQI Coordinator and Technical Assistants | Executive Director | 2015-2017 |
| Goal Three: Quality Child Care | 1. Promote and Grow VSQI | B. Identify and remove barriers to VSQI participation, such as licensing and VSQI awareness. | Executive Director and VSQI Coordinator | 2015-2017 |
| Goal Three: Quality Child Care | 2. Increase scope of provider trainings | A. Provide diversified trainings that target different child care systems: home daycares, preschools, and VPI classrooms. | VSQI Coordinator | 2015-2017 |
| Goal Three: Quality Child Care | 3. Maintain regional infrastructure | A. Fulfill all contractual agreements with Tidewater Community College, the regional leader of the VSQI program. | Executive Director | 2015-2017 |



Goal Four: Effectively cultivate and maintain the Western Tidewater Early Childhood Collaborative to assist in the effectiveness of local agencies and early childhood systems. The WTECC targets will focus on three strategic initiatives that specifically focus on early childhood development, education and success.

Strategies

1. Increase and emphasize family engagement
2. Increase the amount of screenings, evaluations and referrals
3. Ensure avenues for effective school transition

| Goal | Strategy | Action (Objective) | Responsibility | Timeline |
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| Goal Four: Western Tidewater Early Childhood Collaborative | 1. Family Engagement | A. Collaborating agencies will provide community resources for the SBWT website so that citizens may use SBWT as an information hub regarding early child care and education. | Western Tidewater Early Childhood Collaborative | 2015-2017 |
| Goal Four: Western Tidewater Early Childhood Collaborative | 1. Family Engagement | B. Host, or assist in facilitating and advertising, family/parenting workshops that will be held at convenient locations for all participants. | Western Tidewater Early Childhood Collaborative | 2015-2017 |
| Goal Four: Western Tidewater Early Childhood Collaborative | 2. Screenings, Evaluations and Referrals | A. Develop medical referral and early mental health resource guides that will be made available to citizens through SBWT and collaborating agencies. | Western Tidewater Early Childhood Collaborative | 2016/2017 |
| Goal Four: Western Tidewater Early Childhood Collaborative | 2. Screenings, Evaluations and Referrals | B. Promote and emphasize screenings through hosting or sponsoring detailed screening events throughout Western Tidewater, specifically focusing on social and emotional development. | Western Tidewater Early Childhood Collaborative | 2016/2017 |
| Goal Four: Western Tidewater Early Childhood Collaborative | 3. School Transition | A. Host provider workshops (VSQI and non-VSQI participants). Provider workshops will be strictly related to school readiness and collaborative members help to locate and provide facilitators. These workshops will not be | Western Tidewater Early Childhood Collaborative | 2015-2017 |



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| | | funded through VSQI funding. | | |
| Goal Four: Western Tidewater Early Childhood Collaborative | 3. School Transition | B. Promote and host school transition events. One event being the Joint Kindergarten Registration day that aims to allow for more comprehensive planning. School system collaborating members will work closely with SBWT to advertise and promote. | Western Tidewater Early Childhood Collaborative | 2015-2017 |
| Goal Four: Western Tidewater Early Childhood Collaborative | 3. School Transition | C. SBWT will work closely with providers and the local education systems to increase early educator recruitment through targeting current high school students/recent graduates and current local community college students/recent graduates. | Western Tidewater Early Childhood Collaborative | 2015-2017 |



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