



Smart Start of Forsyth County, Inc.

Request for Proposal And Proposal Application

**July 1, 2014 through June 30, 2015
Funding Cycle**

Request for Proposal

Smart Start of Forsyth County, Inc. (SSFC) is seeking proposals from agencies interested in providing services that contribute to the well-being and optimal development of young children, birth through 5 and their families through the use of an evidence-based or evidence-informed program in the areas of

1. Early care and education,
2. Family support, and
3. Allied developmental services.

More Detail about Funding Opportunities

Area 1: Early Care and Education: Building and maintaining an affordable, comprehensive, high quality early development and education system for Winston-Salem/Forsyth County

Through the provision of services that include but are not limited to:

- Increasing the number of high quality early care and education programs and facilities.
- Increasing the number of young children participating in high quality early care and education program.
- Assisting in underwriting the cost to families of high quality early care and education (e.g., scholarships).
- Improving the quality or maintaining a high quality of early care and education settings, where high quality is a rating of 4 or 5 stars in North Carolina's star rating system.
- Improving the education or qualifications of the early care and education workforce.
- Assisting families in creating or choosing high quality early learning environments or experiences.

Outcomes of interest include, but are not limited to:

- Increase in number and percentage of eligible families receiving financial assistance for high quality (4 or 5 star rated) early care and education. PBIS¹ PLA20, PLA 40 (A, B), PLA 50 (A, B).
- Increase in the number and percentage of early care and education administrators, teachers and assistant teachers with early care and education degrees. PBIS EDU 10 (A, B), EDU 20 (A, B), EDU 30 (A, B).

¹ **PBIS** = Performance Based Incentive System: Adopted by NCPC board of directors in 2001, PBIS is a comprehensive set of twenty-four population-level indicators that track healthy conditions for young children. PBIS measures child wellbeing for which NCPC-contracted organizations are held accountable. PBIS assesses progress toward advancing a high quality, comprehensive, accountable system of early care and education for every child beginning with a healthy birth. PBIS uses validated data sources from state agencies (NC Department of Health and Human Service, Division of Child Development and Division of Public Health) and provides a baseline to measure return on investment in the use of public resources to improve the quality of early care and education settings in North Carolina, and outcomes for children and families. For more information, see Appendix B (PBIS information card) or contact SSFC staff.

- Increase in number and percentage of 4 and 5 star rated facilities. PBIS PLA 40 (B), PLA 50 (B)
- Increase in the number and percentage of children ages 0-5 enrolled in high quality (4 or 5 star rated) facilities. PBIS PLA 40 (B), PLA 50 (B)
- Increase in the number and percentage of families with children ages 0-5 choosing high quality and developmentally appropriate environments: PBIS 40, 50, and 60

Area 2: Family Support: Connecting families with young children or expecting young children to information, resources, and support concerning early development and learning

Through the provision of services that include but are not limited to:

- Increasing parents' access to and use of information on available early care and education options.
- Increasing parents' access to and use of scholarships and other assistance to support early care and education needs.
- Increasing parents' awareness of the importance of the parent in the education of the child.
- Providing parents with education or counseling on parenting skills and strategies, child development, and the creation of high quality, early learning environments.
- Linking parents of young children or expecting young children to available community resources and services for which they (or their children) may be eligible.

Outcomes of interest include, but are not limited to:

- Increase in number and percentage of families with young children (ages 0-5) who use family support and/or parenting services PBIS FS10.
- Increase in the number and percentage of parents of young children (ages 0-5) who engage in regular literacy activities with their young children PBIS FS20.

Area 3: Allied Developmental Services: Connecting young children and families to high quality health, prevention, nutrition, medical, behavioral, and other early enrichment, prevention and intervention services that support early development and learning ...

Through the provision of services that include but are not limited to:

- Connecting of parents and professionals with community resources.
- Linking children and families with available services for which they are eligible.

Outcomes of interest include, but are not limited to:

- Increasing number and percentage of young children (ages 0-5) enrolled in medical homes PBIS H20 (indirectly).
- Increasing the number of children (birth – 5) identified as eligible and receiving early developmental services. PBIS H10 (A, B) (indirectly).

Proposal Application

Table of Contents

Eligibility	5
Restrictions	5
Evaluation of Proposals	5
Program Requirements upon Funding	6
Monitoring	6
Timeline	6
Submission of Proposal	7
General Information on Submitting Proposals	8
Proposal Cover Page	10
Technical Proposal	12
For Additional Consideration	16
Appendix A: Legislative Preamble, SSFC History, and Strategic Plan	18
Appendix B: Performance Based Incentive System Standards	21

Proposal Eligibility and Restrictions

PLEASE READ EACH SECTION OF THE PROPOSAL APPLICATION CAREFULLY AS CONTENT AND FORMATING MAY HAVE CHANGED FROM PREVIOUS PROPOSAL CYCLES

Organizations Eligible to Submit Proposals

1. For-profit and non-profit organizations.
2. Public organizations and agencies.
3. Grassroots organizations, such as neighborhood groups, that partner with eligible organizations.

Restrictions for Proposals

1. Proposals must impact children from the prenatal period through age five.
2. Proposals must come from organizations, not individuals.
3. Proposals must address identified community needs in Forsyth County.
4. Proposal funds may be used only for services approved by the North Carolina Partnership for Children, Inc. (NCPC) and SSFC, Inc.
5. Proposals must employ evidenced-based or evidenced-informed strategies or techniques.

Evaluation of Proposals

Proposal evaluators will consider the extent to which particular applications:

1. Reflect the spirit and intent of the “Preamble to the 1993 Smart Start Founding Legislation: N.C.G.S.143B-168.10. Early childhood initiatives.”
2. Demonstrate congruence with SSFC, Inc.’s vision and mission.
3. Align with the goals of SSFC, Inc.’s 2013 – 2016 strategic plan.
4. Align proposal goals and activities with improving specific NCPC-PBIS standards, including NCPC-statewide mandatory standards and SSFC-selected county mandatory standards.
5. Demonstrate the appropriate use(s) of evidence-based or evidenced-informed programs, strategies, or techniques to improve the lives of children and families.
6. Demonstrate the Winston-Salem/Forsyth County community’s need for the proposed program.
7. Demonstrate opportunities for
 - a. Partnering effectively and creatively with other organizations, and
 - b. Leveraging the resources of other organizations in service to children and their families.
8. Demonstrate on-going improvement in services based upon program outcomes and responsiveness to recommendations from the allocations committee.

Program Requirements upon Funding

In addition to program-specific objectives, organizations will use awarded funds according to the following conditions:

1. Serve children and their families regardless of race or ethnic identity, color, religious affiliation or belief, gender, marital status, national origin, age, sexual orientation, or disability (notwithstanding specific program eligibility criteria).
2. Report any suspected cases of child abuse or neglect.
3. Adhere to all confidentiality laws in serving children and their families.
4. Ensure that all materials are culturally sensitive and available in Spanish, in addition to English.
5. Encourage representation of parents of children served to participate in decision-making roles in funded agencies, such as on governing boards or advisory councils.
6. Provide opportunities for professional development to staff.
7. Provide consumer education about the service(s) provided.
8. Provide staff, volunteer, and consumer education about the importance of affordable, comprehensive, high quality early childhood development and learning.

Program Monitoring

The N.C. General Assembly, through NCPC, Inc., holds SSFC, Inc., accountable for the effective use of all NCPC-contracted funds in Forsyth County. Therefore, all funded programs will:

1. Submit monthly financial reports.
2. Submit any requested follow-up documentation.
3. Submit quarterly program, and cash and in-kind reports.
4. Make records and other documentation available for audit(s).
5. Provide notification of any changes in key organizational or program-funded personnel that would impact the scope of the program or the approved services.
6. Follow all NCPC and SSFC guidelines for bidding and cost principles.
7. Present evidence of commercial general liability insurance coverage and bonding (bonding in an amount at least 50% of the total grant award).
8. Develop an evaluation plan and submit quarterly results.
9. Participate in any required collaborative meetings among co-funded and contracting organizations, including for purposes of staff development, networking, and on-going planning.
10. Exhibit SSFC, Inc., logo on all printed materials for programs funded through SSFC.

Allocation Timeline

(Applicants will be notified if any changes occur in the schedule)

11/04/13 & 11/07/13	Certified advertising of RFP.
11/18/13	Bidders Conference: attendance mandatory for any organization intending to submit a proposal.
11/18/13 – 12/16/13	SSFC staff provide technical assistance in proposal preparation to any grant applicant.

12/16/13	Proposals due at SSFC office for certification by 5:00 p.m. Late or significantly incomplete applications will not be accepted.
12/17/13 – 12/18/13	Applicants prepare one original and 16 additional copies of certified application; Copies due at SSFC office by 5:00 p.m. on 12/18/13.
12/16/13 – 1/06/13	SSFC staff provide technical assistance in preparation of SSFC EB/EI self-assessment and program guidelines to any grant applicant.
1/06/14	Applicant submits one original and 16 copies on three-hole punched paper of the SSFC EB/EI self-assessment document.
1/06/14 – 3/03/14	Allocations Subcommittee of SSFC Measurement, Allocations, and Learning Committee reviews proposals and develops funding recommendation for SSFC corporate board approval.
3/03/14	Measurement, Allocations, and Learning Committee reviews and approves recommendations of the Allocations Subcommittee.
3/10/14	Executive Committee reviews and approves recommendations of the Measurement, Allocations, and Learning Committee.
3/19/14	SSFC Board approves programs funding level for FY 14-15. NB: <i>Implementation of the 2014 – 2015 board approved plan remains contingent upon NCPC’s review, approval, and general fund allocation from the State.</i>
3/21/14	Award notification letters mailed to all grant applicants.
3/29/14	Annual Plan submitted to NCPC.

Submission of Proposal

Application Format, Certification, and Final Submission:

1. Applicant submits by 5:00 p.m. on December 16 an electronic, non-pdf version of the proposal in the required format (Microsoft Word, 12-point font, 1.5, and Times New Roman type, Microsoft Excel, 12-Point Font). Required attachments may be submitted in non-electronic form.
2. Total proposal application, including the cover sheet and activity budget should not exceed ten (10) two-sided 8.5 x 11 inch sheets of paper (20 pages of text). Please note the value of brevity, clarity, and vocabulary appropriate for a general, non-expert readership. Required attachments and supplemental information are not included in the 10-page limit.
3. All proposal application pages must be consecutively numbered. Do not number the attachments. Insert a page-number footer, or insert handwritten number on budget forms.
4. Collate and secure with paper clip or clasp. No staples, please.
5. SSFC staff will certify that an application is complete and ready for printing by 3:00 p.m. on December 17.

Agency Name: _____ Activity Name: _____

6. Within two (2) business-days of certification of the initial electronic version by SSFC, submit one original and 16 copies on three-hole punched paper of the Completed Proposal Application.
7. By January 6, 2014, submit electronically and provide one original and 16 copies on three-hole punched paper of the SSFC EB/EI self-assessment document and program guidelines.

Do not include the proposal instructions in the proposal package. Proposal Package should begin with the sheet entitled: **“2014 – 15 APPLICATION FORM.”**

Required Attachments: (Please provide 1 copy of the following documents.)

1. List of Board of Directors
2. Organizational or department chart for your agency
3. Job descriptions for any NCPC-funded positions
4. Copy of the most recent audited financial statement. If audited financial statements are not available, provide similar independent evidence of financial stability.
5. IRS tax-exempt letter assigning the federal tax identification number/legal name (if applicable). Tax-exempt programs funded within the past two years do not have to submit this form unless the information has changed.
6. Organization’s current insurance policies: only the page(s) that indicate(s) the effective date(s), who is covered, and amount of coverage for Fidelity Bonding, General Liability, Directors’ and Officers’ Liability, Worker’s Compensation, and, as applicable, professional liability, special events, and automobile.
7. W-9 Form (only for first-time grant applicants).

Please ensure completion of header Agency and Activity Name on each page.

GENERAL INFORMATION ON SUBMITTING PROPOSALS

1. **PROPOSAL EVALUATION.** Proposals will be evaluated according to the criteria listed on page 6 in this document under the heading “Funding Decisions.” The award of a contract (or the specific amount of any contract award) to one prospective contractor does not mean that other proposals lacked merit, but that, all factors considered, the selected proposal was deemed most advantageous to the Local Partnership.
2. **TERMS AND CONDITIONS.** All proposals are subject to the terms and conditions outlined herein. The prospective contractor specifically agrees to the conditions set forth by signature to the proposal.
3. **ORAL EXPLANATIONS.** SSFC shall not be bound by oral explanations or instructions given at any time during the competitive bidding process or after award.
4. **REFERENCE TO OTHER DATA.** Only information which is received in response to this RFP will be evaluated; reference to information previously submitted shall not be evaluated.

Agency Name: _____ Activity Name: _____

5. **COST FOR PROPOSAL PREPARATION.** Any costs incurred by prospective contractors in preparing or submitting offers are the prospective contractor's sole responsibility; SSFC shall not reimburse any prospective contractor for any costs incurred prior to award.
6. **RIGHT TO SUBMITTED MATERIAL.** All responses, inquiries, or correspondence relating to or in reference to the RFP, and all other reports, charts, displays, schedules, exhibits, and other documentation submitted by the prospective contractors become the property of SSFC, Inc.
7. **AGENCY REPRESENTATIVE.** Each prospective contractor shall submit with its proposal the name, address, and telephone number of the person(s) with authority to bind the firm and answer questions or provide clarification concerning the firm's proposal.
8. **SUBCONTRACTING.** In the event the prospective contractor desires to subcontract any part of the contracted services, the proposal must clearly indicate what work it plans to subcontract and to whom and must provide all required information for each subcontractor. Only the subcontractors specified in the proposal shall be considered approved upon award of the contract.
9. **PROPRIETARY INFORMATION.** Proprietary data which the prospective contractor does not wish disclosed to other than personnel involved in the evaluation or contract administration will be kept confidential to the extent permitted by N.C.G.S. 132-1.3 if identified as follows: each page shall be identified in bold face at the top and bottom as "Confidential." Any section of the proposal that is to remain confidential shall also be so marked in bold face on the top of the title page of that section. Cost information may not be deemed confidential. In spite of what is labeled as confidential, the determination as to whether or not it is shall be as governed by North Carolina law.

Agency Name: _____ Activity Name: _____

2014 – 15 APPLICATION FORM

**Proposal Cover Page
SMART START OF FORSYTH COUNTY, INC.**

Applicant / _____
Organization / Agency

Proposed Project Title _____
NCPC or SSFC may change this title in order to more accurately reflect the allowable, approved services.

Tax Status ___ Private, Non-Profit (501-C (3)) ___ Public ___ For-Profit

Federal ID# _____

Total Funding _____
Requested for Activity _____

With regard to your agency, please check one of the following:

- Currently using NCPC funds through SSFC.
- New program, not currently supported by SSFC with NCPC-contracted funds.

Our signature acknowledges that our agency understands and will abide by SSFC funding principles, and program and fiscal monitoring requirements. To the best of our knowledge, all information contained herein is correct.

Print Name: Agency Executive Director Sign Name: Agency Executive Director Date

Print Name: Agency Board Chair/President Sign Name: Agency Board Chair/President Date



Proposal Due Date: December 16, 2013 at 5:00 pm
Late or significantly incomplete proposals will not be considered.
(To be completed by SSFC staff)

Date & Time Proposal Received: _____

By: _____

Agency Name: _____ Activity Name: _____

Program Information Sheet

Contract Administrator Information

(Contact information of person authorized to answer questions or provide information about contract-related matters.)

Name and Title of Contract Administrator:

Mailing Address:

Phone Number: _____ **Fax:** _____ **E-Mail:** _____

Fiscal Agent Information

(Contact information for person authorized to receive and approve all financial status reports.)

Name of Fiscal Agent:

Mailing Address:

Phone Number: _____ **Fax:** _____ **E-Mail:** _____

Contract Signatory Information

(Contact information for person authorized to sign all legally-binding documents for your agency.)

Name and Title of Contract Signatory:

Mailing Address:

Phone Number: _____ **Fax:** _____ **E-Mail:** _____



TECHNICAL PROPOSAL

Please address all sections contained in this proposal.

A. Background and Experience of Prospective Contractor (only complete if you are a new program)

In 200 words or less, provide background information on your organization and its experience with administering the proposed program(s).

B. Project Description

In 400 words or less, indicate

1. what service(s) will your organization provide;
2. why there is a need in the community for these service(s);
3. who and how many person(s) will receive the service(s);
4. who will provide the service(s);
5. how your organization will provide the service(s) for an individual or group of individuals;
6. where your organization will provide the service(s); and
7. when your organization will provide the service(s).

Please write project description for an audience that is not expert in early childhood education. Please spell out all acronyms and abbreviations when first used. Numbering and bulleting may be used to enhance brevity and clarity.

C. Critical Discussion Areas

1. Please identify and define each PBIS Standard your proposal will improve, and describe how your proposal will improve Forsyth County's performance in each PBIS rating.

Strong: Applicant identifies each PBIS standard and links specific elements in the proposal to changes in PBIS ratings.

2. Please discuss use of evidence-based and evidence-informed techniques in your proposed activities and the relationship among the use(s) of evidence-based or evidenced-informed techniques with specific program outcomes.

Strong: Applicant identifies specific project models and activities validated through research or evaluation studies with comparable populations. Applicant identifies how the program will be implemented to fidelity. Applicant identifies any areas in which implementation of the described project model will not be possible, and steps for resolution of any instances in which the project model can not be implemented as designed and validated.

3. Please discuss the community's need for the proposed service(s). If proposed program services are similar to other services in the community, please explain how

your service(s) will enhance, expand, or work with the service(s) currently offered. (NB: Duplication or supplanting of services is not approvable, e.g. paying for a Medicaid-eligible well-child visit.)

Strong: Applicant explains if and how any potential for duplication or supplanting might exist or be perceived, and describes how proposal activities do not supplant existing services, but create efficiencies and value.

4. Please review program evaluator's assessment and respond to evaluator's or previous allocations committee's findings or questions, as appropriate.

Strong: applicant will provide background and contextual information demonstrating an organization's facility in receiving feedback, and using data and qualitative analysis to understand and to improve staff, client, and program performance and outcomes.

5. Briefly discuss what you have learned from the previous use of the proposed techniques and activities in this application, and the impact of or application of that knowledge on your staff's, your clients', and your program's performance.

Strong: Applicant identifies specific learnings, and identifies how the knowledge has been put to use in changing and improving specific aspects of program service delivery, and performance of staff and of clients within the program.

Contributing to System Change

6. **Strengthening Consensus for Action in System Building:** Briefly discuss how your 2014 – 2015 program allocation will contribute directly to fostering a deeper, more creative consensus in the community for building and sustaining an affordable, comprehensive, high quality system of early education and care. Identify
 - a. Whom you will engage;
 - b. How your efforts will be similar or different to past efforts at engagement;
 - c. How you will impact general community awareness; and
 - d. How your proposed activities will contribute to SSFC's goal of building and sustaining an affordable, comprehensive, high quality system of early education and care.
7. **Expanding the Impact of Our Use of Resources:** Briefly discuss how your 2014 – 2015 program allocation will increase the access of children and families to the network of resources outside the circle of SSFC-funded organizations in Forsyth County. For example, will you
 - a. Use SSFC funds to collaborate or partner with other organizations; or
 - b. Blend with other funding sources to implement the current activity; or
 - c. Increase access by your clients to other specific services in the community?

Strong: Items 6 and 7 allow the applicant to demonstrate the organization’s ability and willingness to think critically and creatively, and to find ways to innovate and stretch human and capital resources to reach higher levels of performance, service, client outcomes, and system building.

D. Integrating the FY 2013-2014 Panel Comments

Explain how your agency addressed any specific program recommendations made in the FY 13-14 funding process by the most recent allocations committee. Please list each program recommendation by the 2013-14 allocations committee, the corresponding steps taken, and any specific, resulting difference(s) in program outcome(s).

E. Agency Revenue Sources—Agency Viability

10. Total Program Revenue: Please list **ALL** funding sources for the proposed program in the 2014-15 program year in the chart below. Additional lines may be added if needed.

Name of Program Revenue Source	Amount of Funding	Percentage (%)
Smart Start of Forsyth County	\$	
	\$	
	\$	
Total:	\$	

11. Agency Revenue: Please state the total amount of revenue to be received by your agency in the 2014-15 program year. List **ALL** revenue sources for agency. Additional lines may be added if needed.

Fund Source	Amount of Funding Received	Percentage (%)
SSFC	\$	
	\$	
	\$	
Total:	\$	

F. REQUIRED: Budget and Budget Narrative

12. Will your agency use any portion of the proposed NCPC funds for administrative expenses? If yes, please specify the amount and provide an explanation for each administrative expense.

13. Complete the following budget forms:

- **Projected Line Item Budget**, with Cash & In-Kind, and

- **Service Budget Narrative**

Please Note: There are three Excel spreadsheet documents that agencies submit along with their grant proposal. They are:

- a. **Budget Comparison Report** that compares an agency’s requested funding level for the upcoming fiscal year to program budgets funded within the past two years.
- b. **Line Item Budget** with cash and in kind contributions.
- c. **Budget Narrative** providing budget line-item explanations.
 - i. Be sure to include specifics for each projected expense, *i.e. Personnel: 2 FTEs at \$50,000/year per position, including benefits.*
 - ii. If an activity has multiple funding sources, discuss within the narrative the in-kind or matching funds that are being leveraged.

Conclusion of Formal Proposal Application

= * = * = * = * = * = * = * = * = * = * = * = * = * = * = * = * = * = * = *

For Additional Consideration

G. NOT REQUIRED: Leading through expansion or innovation
(not included in proposal length, cf. page 8 above)

14. Please provide the following information for a significant expansion of an existing funded program, or for a new program, not-previously funded by SSFC.

A (i). Description of Expanded or New Project

In 400 words or less, indicate

- 1. what service(s) will your organization provide;
- 2. why there is a need in the community for these service(s);
- 3. who and how many person(s) will receive the service(s);
- 4. who will provide the service(s);
- 5. how your organization will provide the service(s) for an individual or group of individuals;
- 6. where your organization will provide the service(s);
- 7. when your organization will provide the service(s); and
- 8. what would be the amount and general budget architecture of the program?

Agency Name: _____ Activity Name: _____

Please write project description for an audience that is not expert in early childhood education. Please spell out all acronyms and abbreviations when first used. Numbering and bulleting may be used to enhance brevity and clarity.

15. How would your basic proposal (beginning at B. Project Description on page 10 above) change, if at all, if a biennial contract were available?

H. NOT REQUIRED: Innovating in an area outside of the PBIS standards
(not included in proposal length, cf. page 8 above; not necessarily related to any response in G. above)

16. What programmatic ideas do you have for:

- a. Increasing the number and percentage of children entering kindergarten developmentally on track, and with cognitive, social, emotional, and motor skills in line with their chronological age.
- b. Increasing the number of children entering kindergarten with sufficient social and behavioral skills for a successful transition to school.

Appendix A
Smart Start of Forsyth County, Inc.

Legislative Preamble, Brief History, Strategic Plan Executive Summary

Preamble to the 1993 Smart Start Founding Legislation:

143B-168.10. Early childhood initiatives; findings.

The General Assembly finds, upon consultation with the Governor, that every child can benefit from, and should have access to, high-quality early childhood education and development services. The economic future and well-being of the State depend upon it. To ensure that all children have access to high-quality early childhood education and development services, the General Assembly further finds that:

- (1) Parents have the primary duty to raise, educate, and transmit values to young preschool children;*
- (2) The State can assist parents in their role as the primary caregivers and educators of young preschool children; and*
- (3) There is a need to explore innovative approaches and strategies for aiding parents and families in the education and development of young preschool children. [1993, c.321, s. 254(a); 1998- 212, s. 12.37B(a).]*

History of Smart Start

Established by the North Carolina General Assembly in 1993, Smart Start is North Carolina's nationally-recognized, award-winning early childhood initiative to help young children enter school healthy and ready to succeed. Smart Start is a private-public initiative that provides early education funding in all of the state's 100 counties. The Smart Start initiative brings government, the nonprofit sector, business, civic, faith and community groups, and families together at local, regional, and state levels in a commitment to improving the lives of young children and their families.

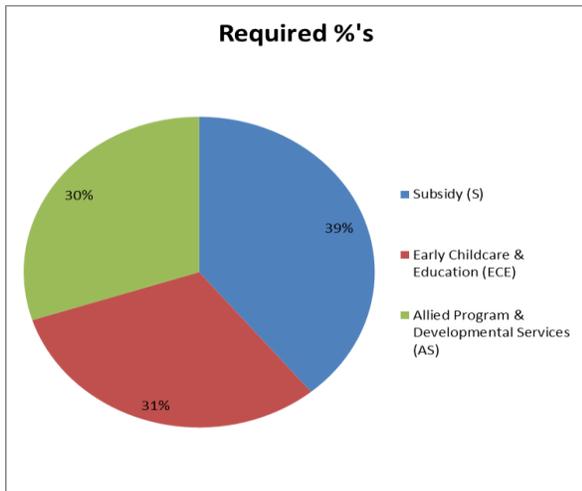
North Carolina was the first state in the nation to fund a statewide early childhood system that offers a wide range of health, education, parent-support, and child care services to promote school and life success for all children. Managed at the state level by the North Carolina Partnership for Children, Inc. (NCPC), Smart Start funds are administered or re-granted at the local level through local nonprofit organizations often referred to as "local partnerships."

Founded in 1994 as the Forsyth Early Education Partnership, Inc., Smart Start of Forsyth County, Inc. (SSFC) has been serving the birth-to-five population by supporting children, parents, educators, centers, and policy makers through collaborative programs, consumer education, and advocacy. A passionate team of education and community advocates, led by Dean Clifford, Ph.D., set SSFC on its path of mobilizing resources and shaping public opinion to improve early childhood care, development, and education. Since its founding, succeeding cohorts of volunteer leaders and professional staff have continued Forsyth County's local early education partnership to provide parents, educators, and policy makers with tools for raising healthy, successful children, and ensuring that children have access to

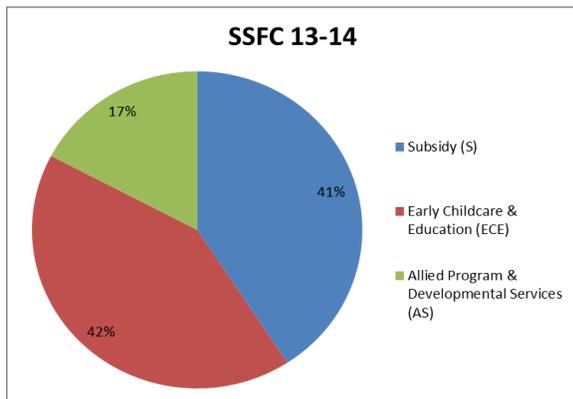
preventative health, dental, and vision care. During calendar year 2014, our local partnership will celebrate its 20th anniversary—an important milestone for any endeavor!

As required by its founding legislation, NCPC-affiliated local partnerships must invest at least 30 percent (39 percent effective July 1, 2011) of all Smart Start service funds in family scholarships (child care subsidies) to support working families in purchasing high quality early care and education services for their children birth to age five.. Local partnerships must invest another at least forty percent (31 percent effective July 1, 2011) of service funds in early care and learning activities, such as child care resource and referral, improving the quality of early childhood settings, and wage enhancements for educators, leaving up to (but not more than) 30% for investments in allied health and family support activities.

The following two charts demonstrate the distribution of these investments in Forsyth County. The first chart displays the legislative minimum investments of Smart Start resources required in scholarship subsidies (39%) and early childcare and education (31%), leaving no more than 30% for allied programs and developmental services in any North Carolina community.



The second chart shows the actual distribution of Smart Start investments across scholarship subsidies, early childcare and education, and allied developmental services in Forsyth County in the 2013-14 program year.



About SSFC's Strategic Plan

Smart Start of Forsyth County's strategic plan guides our board, staff, and partners in serving Forsyth County's youngest community members and their families, educators, and allied service providers.

Smart Start of Forsyth County, Inc.
Strategic Plan FY 2013 -14 to FY 2015 -16
Approved by the Board of SSFC on March 20, 2013
Executive Summary

Vision: *The children of Winston-Salem/Forsyth County succeed in school and life because of excellent civic, corporate, and community partnerships for early childhood development and learning that support families in helping their children thrive.*

Mission: *SSFC, Inc., mobilizes resources, forges partnerships, and shapes public opinion to assist the Winston-Salem/Forsyth County community to build and sustain an affordable, comprehensive, high quality system of early childhood development and learning*

Goals:

I. SSFC convenes stakeholders to help foster an on-going community conversation about the components and financing of an affordable, comprehensive, high quality system of early childhood development and learning.

- (A) **Information, Collaboration, and Advocacy:** Engage stakeholders in understanding and promoting the importance of early learning and mission-focused, quality-driven collaboration.
 - (1) **Messages about Action in Citizen and Corporate Engagement:** Develop and promote consistent, accurate messages about the importance of early learning, and the role of citizen and corporate engagement in maintaining an affordable, comprehensive, high quality system of early childhood development and learning.
 - (2) **Messages about Economic and Social Impact:** Develop and promote consistent, accurate messages about the relationships among early learning, economic development, and the well-being of the community.
 - (3) **Media and our Messages:** Use diverse media to seek coverage and promote events in early childhood development and learning.
 - (4) **Parents and Child Care Providers as Messengers:** Mobilize and train parents and child care providers to advocate on behalf of children and effective services.

(5) **Primacy of Our Organizational Working Groups:** Capitalize on our corporate committees and taskforces to advance our messages and model system building.

- (i) Corporate board and subcommittees
- (ii) Allocations and investment panels
- (iii) NC Pre-K Committee
- (iv) Winston-Salem/Forsyth County Ready Schools Committee

II. SSFC operates and funds programs to build an affordable, comprehensive, high quality system of early childhood development and learning.

(A) **Our Community's Performance:** Target resources to move the Winston-Salem/Forsyth County community beyond the state averages in NCPC, Inc.'s Performance Based Incentive System (PBIS) for early childhood education, family support, and allied services.

(B) **Our Program's Foundation:** Operate and fund evidence-based and evidence-informed programs.

III. SSFC builds and sustains sound business operations

(A) **Board Accountability:** Define and strive for excellence in board composition and performance.

(B) **Staff Accountability:** Define and strive for excellence in staff composition and performance.

IV. SSFC develops diversified sources of private and public funding, and in-kind support

(A) **Our Investors:** Develop a comprehensive fund development program with goals in annual giving, major gifts, and corporate and foundation support, as well as for in-kind donations and volunteer service.

(B) **New Endeavors:** Research, design and implement a signature annual event, and explore opportunities for entrepreneurial enterprise(s) and fee-generating activities.

**Appendix B
Smart Start of Forsyth County
Performance Based Incentive System Standards**

MANDATORY and SELECTED STANDARDS

	Then	Now	Minimum-High Performing
	2004-2005	2011-2012	
A10: Audit Findings: Partnership has no audit findings. MANDATORY	0	N/A ²	Minimum: 1 finding High Performing: 0 findings
	2001-2002	2011-2012	
PLA 20: Percent of children receiving child care subsidies who are enrolled in regulated child care programs	99%	100%	Minimum: >=90% High Performing: >=97%
PLA 40: Quality of early care and education for children enrolled in regulated early care and education programs – Child Placements – Average star rating for children enrolled in care and percent of children in 4 & 5 star care MANDATORY	2.55 32%	3.87 61%	Minimum: >=3.25 OR >=50% High Performing: >=3.25 AND >=50%
PLA 50: Quality of early care and education for children receiving subsidy or other assistance enrolled in regulated early care and education programs – Subsidized Placements – Average star rating for children enrolled in care and percent of children in 4 & 5 star care MANDATORY	2.31 24%	3.83 65%	Minimum: >=3.25 OR >=60% High Performing: >=3.25 AND >=60%
	2006-2007	2011-2012	
EDU 10: Lead Teacher Education - Percent of children enrolled in 1-5 star rated child care centers that have at least 5 lead teacher education points MANDATORY	41%	56%	Minimum: >=60% High Performing: >=60% AND >=35%
Lead Teacher Education - Percent of children enrolled in 1-5 star rated child care centers that have 7 lead teacher education points MANDATORY	16%	24%	
EDU 20: Administrator Education - Percent of children enrolled in 1-5 star rated child care centers that have at least 5 administrator education	48%	74%	Minimum: >=60% High Performing: >=60% AND >=35%
Administrator Education - Percent of children enrolled in 1-5 star rated child care centers that have at least 7 administrator education points	27%	42%	
	2005-2006	2011-2012	
FS 10: Parenting Skills - Percent of parents who report feeling competent and confident to apply parenting information	88%	No data available from NCPC	Minimum: >=90% High Performing: >=95%
	2001-2002	2011-2012	
H 10: Early intervention/special education services– Percent of children 0-2 years who receive early intervention or special education services MANDATORY	2%	5.6%	Minimum: >=3% AND >=3% High Performing: >=5% AND >=5%
Early intervention/special education services – Percent of children 3-5 years who receive early intervention or special education services MANDATORY	3%	4.8%	
H 20: Use of primary health care - Percent of children enrolled in Medicaid who receive a well-child exam MANDATORY	51%	75%	Minimum: >=70% High Performing: >=80%
COMP 10: Median salary levels for early care and education teachers with a 2-year degree MANDATORY	No data available from NCPC	No data available from NCPC	Minimum: >=\$9.65 AND >=\$12.06 High Performing: >=\$10.25 AND >=\$13.27
Median salary levels for early care and education teachers with a 4-year degree MANDATORY			
S10: Staff turnover rate in regulated centers	No data available from NCPC	No data available from NCPC	Minimum: <=25% High Performing: <=20%

² An audit was not performed in 2011-2012; the 2010-2011 audit resulted in 0 findings.

NON-SELECTED STANDARDS

	Then	Now	Minimum-High Performing
	2002-2003	2011-2012	
PLA 10: Percent of regulated child care spaces available for working families	127%	103%	Minimum: >=90% High Performing: >=100%
PLA 30: Percent of low-income children enrolled in early care and education programs (e.g., subsidized child care, Head Start, More at Four, or Title 1 public school pre-kindergarten)	58%	54%	Minimum: >=65% High Performing: >=75%
	2001-2002	2011-2012	
PLA 60: Quality of early care and education for children with special needs receiving subsidy or other assistance enrolled in regulated early care and education programs - Children with Special Needs - Average star for children enrolled in care and percent of children in 4 & 5 star care	4.38	4.32	Minimum: >=4.00 OR >=75% High Performing: >=4.00 AND >=75%
	83%	97%	
	2004-2005	2011-2012	
PLA 70: Percent of children enrolled in nationally accredited child care programs	5%	7%	Minimum: >=12% High Performing: >=20%
	2006-2007	2011-2012	
EDU 30: Family Child Care Provider Education - Percent of children enrolled in 1-5 star rated child care homes that have at least 5 family child care provider education points	47%	67%	Minimum: >=60% High Performing: >=60% AND >=35%
Family Child Care Provider Education - Percent of children enrolled in 1-5 star rated child care homes that have at least 7 family child care provider education points	15%	28%	
		2011-2012	
FS 20: Family Literacy/Language Development - Percent of parents who report an increase in their participation in literacy activities each week	No data available from NCPC	No data available from NCPC	Minimum: >=60% High Performing: >=70%
	2001-2002	2011-2012	
H40: Percent of kindergarten children who enter school with untreated tooth decay	23%	No data available from NCPC	Minimum: <=23% High Performing: <=23% AND <=1.3
Average number of decayed, missing, or filled teeth	1.2	No data available from NCPC	
H50: Rate of infant deaths within the first year of life (per 1000 live births)	10.5	10	Minimum: <=9.1 High Performing: <=7.41
H60: Percent of children who are obese	10.9%	14.1%	Minimum: <=12.27% High Performing: <=10%
		2010-2011	
H70: Percent of children with elevated blood lead levels	3%	.6%	Minimum: <=2.3% High Performing: <=5%
		2011-2012	
BE10: Percent of regulated centers that provide full or partially paid health insurance	No data available from NCPC	No data available from NCPC	Minimum: >=60% High Performing: >=75%
BE 20: Percent of regulated centers that offer paid sick leave	No data available from NCPC	No data available from NCPC	Minimum: >=70% High Performing: >=80%
Percent of regulated centers that offer at least 6 days of paid sick leave			