

STRATEGIC PRIORITIES

Increasing quality early childhood resources & settings, and the ability of families to use these resources effectively.

- Early intervention
- Accessible and affordable, high quality early care, development & education settings
- Family support
- Family literacy
- Resource and referral
- Family health
- Community outreach & education

Mobilizing & connecting resources & support for the early childhood care, development & learning system

- Accountable funding
- Civic & public education
- Convening & partnering in program & policy initiatives
- Developing resources

Improving business & educational practices in early care, development, or education settings

- Educator & administrator support, e.g., professional & leadership development, coaching & mentoring, support for wages & benefits; education scholarships
- Support for increasing star-ratings
- Allied professional coaching and training
- Information technology, reporting systems, quality assurance, and data support

ENABLING CONDITIONS

FAMILIES

Families are active partners with the knowledge, skills & resources to support their children to thrive

MARKET

Multiple & coordinated resources & services are available for early childhood care, development & learning that meet the needs of all families

POLITICAL WILL & FINANCIAL RESOURCES

Broad, community commitment flourishes:

- Dedicated public & private funding for all elements of the system
- Supportive & coordinated policies & regulations
- Strong, trusting relationships among all actors, e.g. families, providers, funders, businesses, medical providers, etc.)
- Connections among early childhood & cradle-to-career systems

WORKFORCE

Skilled, informed & well-compensated, workforce to deliver services to families & children

METRICS

Effective methods & resources for understanding & monitoring progress of children & families across settings & disciplines

IMPACT

An affordable, comprehensive, high quality **SYSTEM** of early childhood development and learning

VISION

FAMILIES are supported to help their children thrive

The **CHILDREN** of Winston-Salem and Forsyth County succeed in school and life

FAMILY ENGAGEMENT

Facilitate the engagement of families and ease of access for families to early childhood resources and services that meet their needs

STRATEGIC ACTIONS

- ① Continue to coordinate and subcontract high quality, evidence-based programs and activities that meet the needs of families with children birth to 8 in Forsyth County, with a priority on children birth to 5 years, such as Reach Out and Read, childcare scholarships and subsidies, emergency child care, etc.
- ② Streamline the process for parents to apply for childcare subsidies; consider the viability of using technology to facilitate the process for both families and providers.
- ③ Develop and continuously refine a set of family-friendly communication strategies and tools to effectively reach and engage parents (e.g., a community calendar of family activities, participation in community events, parent testimonials, social media, apps, flyers, etc.).
- ④ Develop, equip, and mobilize a corps of parent volunteers to lend parental voice and perspective to program and policy decisions.
- ⑤ Continue to deepen the capacity of staff to effectively engage families through Touchpoints, Bridges, and other trainings.

2021 TARGETS

1. Improved coordination among all subsidized child care programs in Forsyth County, including DSS, NC Pre-K, NCPC, Head Start (Family Services), and Title I & EC (WSFCS), e.g., shared wait list, common consumer education approach, coordinated application, transition of families & children across programs & databases.
2. Increase by 25 % more families contact SSFC for available services
3. Active parent advisory group routinely lends parental voice and perspective to program and policy decisions.
4. Dolly Parton Imagination Library program operating in Forsyth County.
5. "Getting Ahead in a Just Gettin' By World" training series serves up to 24 families per year participating in Family Scholarship, DSS Subsidy, and home visitation programs, etc.

ORGANIZATIONAL OR BUDGET IMPLICATIONS

1. Cultivate a set of partners and resources to explore and test the most effective communication strategies for reaching and engaging families with children birth to age 8
2. Develop and support a council of parents to advise SSFC on family engagement, communication, program, and policies.
3. Develop source s of funding to staff and resource family engagement strategies beyond what is covered by NCPC and NC Pre-K .



PROVIDER QUALITY

Provide resources to early childhood professionals to help them enhance the quality of their ECE settings and their business practices

STRATEGIC ACTIONS

- ① Enhance the capacity of child care administrators through in-depth learning experiences supporting business practices and peer support.
- ② Continue to improve teacher-child interactions and family engagement practices in 4 and 5 star centers by providing coaching and technical assistance to teachers.
- ③ Provide technical assistance and support to help centers prepare for licensure and re-licensure.
- ④ Meet the assessed needs of early educators and administrators in Forsyth County to fulfill in-service training hours.
- ⑤ Explore ways to reach more comparable levels of compensation for high-performing, early educators across private and public classrooms settings through existing (e.g., WAGES, TEACH, SSFC Education incentives) programs, as well as new sources of funding.
- ⑥ Test ways to increase pipeline of qualified early educators, through improvements in education, compensation, and working conditions, including working with state and local partners to establish ways to strengthen recruitment and retention of high performing teachers in private and public classrooms.
- ⑦ Explore ways to measure and improve the leadership and management practices of early educators in family child care homes.

2021 TARGETS

1. **Higher quality early education environments, as measured by environmental ratings, education points, and continuing ed requirements of administrators and teachers, reduced substantiated A&N reports, etc., toward the goal of 90% of star-rated licensed centers achieving 4 or 5-star status. (As of 2017, 84% of all star rated licensed centers are 4 or 5 stars.)**
2. **Higher quality early childhood leadership, as measured by improvements in PAS and BAS scores and in star ratings, toward the goal of 20% of administrators in licensed 4 or 5 star centers to complete, or be in the process of completing, the 24 - month Leadership Institute.**
3. **Revenue generation, such as charging for some services to providers and families, creating categories of professional membership, etc.**
4. **Higher performing teachers, as measured by participation in CLASS and coaching-related activities, toward the goal of up to 100 teachers having participated in coaching, and 85% demonstrating gains in one or more domains as measured by the CLASS.**

ORGANIZATIONAL OR BUDGET IMPLICATIONS

1. Retain staff that meets NC Pre-K and NCPC qualifications to provide technical assistance to centers
2. Attract sources of funding to test ways to increase and retain qualified, high performing teachers
3. Regularly assess the needs of centers and educators to ensure the relevance of SSFC's offerings



COMMUNITY COLLABORATION & SYSTEM ALIGNMENT

Participate in community collaboratives with the potential to generate enhanced system alignment and equity to benefit children and their families

STRATEGIC ACTIONS

- ① Focus on service and policy initiatives that most align with our corporate vision and mission to improve and enhance access, coordination, and delivery of services such initiatives as Forsyth Family Voices, Forsyth Promise, NCPC-Funded Partners (DSPs), Help Me Grow, NC Pathways, NC Pre-K, and expansion of Forsyth Pre-K toward UPK.
- ② Focus on service and policy initiatives that align with goals of NC Pathways to Grade-Level Reading: 1) health and development on track beginning at birth; 2) high quality birth-through-eight learning environments with regular attendance; and 3) supported and supportive families and communities.
- ③ Finalize and use agreed criteria as a framework for choosing to participate in community initiatives.
- ④ Clarify and continue to assess our goals and role (influencer, convener, or lead funder) in each community initiative in which we participate.
- ⑤ Use our participation in community initiatives to position SSFC as a key champion for children birth to 8, with a priority on children birth to 5, and as a key catalyst for community collaboration and policy change to improve outcomes for children and families.
- ⑥ Equip SSFC to continue to serve as the lead administrative organization in the expansion toward universal pre-K in Forsyth County.
- ⑦ Make use of the Touchpoints and Bridges Out of Poverty trainings to build common vocabulary, and equity and service frameworks across key system partners.



2021 TARGETS

1. 25% of community partners will participate in initiatives designed to improve coordination of services for families and children in Forsyth County, e.g., reduced gaps in service, reduced unnecessary duplication of services, improved service delivery, improved transition of families and children across programs (Wilder Survey, Forsyth Family Voices)
2. 25% or more of families perceive that it is easy to access and retain free or affordable early childhood education services for their children (Forsyth Family Voices)
3. An effective system for sharing data across agencies.
4. 25% of community partners will participate in a data sharing agreement and implement a shared data system.
5. 10% of community partners will measure outcomes that align with NC Pathways to Grade-Level Reading goals.
6. Touchpoints training series equips a minimum of 150 professionals and volunteers from key organizations serving providers and families in Forsyth County.
7. Bridges Out of Poverty training series equips up to 150 service providers and community leaders.

ORGANIZATIONAL OR BUDGET IMPLICATIONS

1. Maintain records of the time spent on the development and implementation of community initiatives and develop ways to effectively staff SSFC's participation in each initiative.
2. Staff and board leadership use Community Initiative Criteria to guide participation in community initiatives.
3. Routinely communicate the value of SSFC's participation in community initiatives in staff and board meetings.

ORGANIZATIONAL CAPACITY & GROWTH

Develop the financial resources and internal capacity so that SSFC has sufficient expertise, resources, and relationships to engage successfully in service and system alignment initiatives.

STRATEGIC ACTIONS	2021 TARGETS
<ul style="list-style-type: none">① Better articulate the role and impact of SSFC, and regularly market this case to key stakeholders, such as community leaders, potential donors, families, providers, corporate sponsors, etc.② Build out SSFC’s development capacity thru efforts, such as hosting an annual event that attracts corporate sponsors and community leaders; conducting an annual community giving campaign during the Week of the Young Child or at another time of year; seeking grants to support strategic actions not covered by NCPC and NC Pre-K; charging for some services to providers and families; participate in the 25th anniversary celebrations of both NCPC and SSFC. Based upon lessons learned, support with sufficient capacity.③ Cultivate an engaged and trained corps of volunteers including parents, providers, and community members that can support SSFC in community outreach and other endeavors.④ Strengthen SSFC’s systems for personnel development, motivation, and compensation, as well as strategies for leadership development, transition, and succession planning among volunteers and professional staff.⑤ Develop robust systems at the board and staff level to routinely assess capacity, priorities, and commitments, and realign as appropriate.	<ul style="list-style-type: none">1. \$250,000 in annual revenues for restricted and unrestricted purposes (\$175K & 75K, respectively) from Non-NCPC and Non NC Pre-K sources.2. Local power-structure analysis Improve awareness of the role of SSFC in the early childhood system among the most influential business, civic, and faith leaders in Forsyth County.3. A trained & motivated corps of volunteers routinely assists with community outreach events.4. System of dashboards to assist in organizational governance and program management toward meeting important 2021 targets.
	ORGANIZATIONAL OR BUDGET IMPLICATIONS
	<ul style="list-style-type: none">1. Grow staff capacity to integrate development and communications activities into all program work.2. Fund a development and communication professional to design and implement development, communication, and marketing strategies.3. Better engage board members and other volunteers as ambassadors and fundraisers for SSFC



CRITERIA FOR CONSIDERING COMMUNITY INITIATIVES

Members reviewed staff participation spreadsheet and SSFC's Strategic Framework, and developed the following criteria for prioritizing partnerships and initiatives:

- Does the initiative or partnership support young children and their families and align with SSFC's mission?
- Does the initiative or partnership support children birth to 8 years, with a priority on children birth to 5 years?
- Is there a gap in services? Is there a need for the initiative or partnership?
- Do we have staff/financial/facility capacity to engage in initiative or partnership? Staff expertise?
- How reliable are the partners in the partnership or initiative to achieve the goals of the initiative?
- How strong are the current inter-organizational relationships among the partners, and how important is strengthening any particular inter-organizational tie(s)?
- How likely is the partnership or initiative to be effective? When & how is its effectiveness measured? Is it evidence-based or evidence informed?
- How viable is the partnership or initiative? Is there dedicated public and private funding for all elements of the system? Is it sustainable?
- How clear, transparent, or unambiguous is the initiative's equity component?
- Does the initiative or partnership have measurable outcomes that align with SSFC's vision and mission?