**Vision** | Every region in Virginia will ensure equitable opportunities for all families with young children to thrive.

**Mission** | VECF is the non-partisan steward of Virginia’s promise for early childhood success.

**Values** | Equity, Integrity, Transparency, and Innovation

**Defining Terms**

Early childhood success involves partnering with families to establish a strong foundation for school readiness, leading to positive health, social, academic, and economic outcomes.

Every child’s school readiness is supported by a system that offers equitable access to resources and opportunities related to health & mental health, family supports, and early childhood care and education.

Equity is achieved when access to opportunities and outcomes are not determined or limited by race, ethnicity, income, zip code, or other demographic characteristics.

**Strategies**

**Focus** | VECF will spearhead Virginia’s roadmap to early childhood success to inform and advocate for policy and budget decisions, steward equity, provide research-based expertise, and nurture innovation.

**Partnerships** | VECF will forge public and private partnerships at the state and regional levels that build and sustain capacity for equitable opportunities for early childhood success.

**Results** | VECF will champion Virginia’s accountability to measure and support early childhood success.

**Strategy One: Focus**

1. **VECF will spearhead Virginia’s roadmap to early childhood success, informing policy and budget decisions.**

   **Activities:**
   - Develop and promote a 10-year business plan to deliver quality, affordable child care for all Virginia families.
   - Convene and engage with advocates, early childhood providers and educators, and families to learn from their experiences and to mobilize sustained focus on policy and investment goals of Virginia’s roadmap to early childhood success.
   - Stay nimble in order to seize opportunities as well as address crises.

2. **VECF will steward equity.**

   **Activities:**
   - Acknowledge systemic racism and its impact in our work.
   - Integrate equity principles and practices into assurances, funding, technical assistance, and measurement.
   - Ensure resources flow to and benefit children, educators, and communities of color.
   - Authentically engage partners and families to amplify and center their voices in our efforts.

3. **VECF will provide research-based expertise to inform policies and practices.**

   **Activities:**
   - Leverage research and resources to support regional public-private partnerships that promote evidence-based practices, consistent implementation, uniform data collection, and evaluation.
   - Engage research and academic advisory partners to gain expertise and credibility.
   - Support, conduct and/or sponsor research as relevant when gaps/needs are identified, and report the findings strategically.

4. **VECF will nurture innovation.**

   **Activities:**
   - Discern gaps in the early childhood system in Virginia and prioritize potential solutions based on equity, need, and impact.
   - Identify innovative solutions for incubation, in partnership with state and regional leaders and subject matter experts including families, providers, and educators.
   - Leverage regional partnerships to implement, refine, and scale innovative strategies that have the potential to advance early childhood success.
Strategy Two: Partnerships

1. VECF will forge public-private partnerships that increase equitable opportunities for all families with young children at the state and regional levels.

Activities:
- Invest in, support, and cultivate a statewide network of regional partnerships with appropriate governance structures that implement and share innovative practices and strategies that support early childhood success through equitable and effective use of public and private investments.
- Coordinate initiatives and drive policy solutions that facilitate equitable access to quality services for young children that address and reflect family needs and preferences.
- Cultivate financial resources, provide technical assistance, and facilitate peer learning to build the capacity of regions to promote opportunities for young children to thrive.
- Initiate and lead peer learning, sharing of best practices, and technical assistance among regional networks that result in adoption of effective, consistent, and equitable systems-building efforts leading to early childhood success.

2. VECF will champion increased investments in early childhood, leveraging both public and private sectors to maximize resources and efficiencies.

Activities:
- Cultivate early childhood investment through education, engagement, and advocacy with decision makers and elected and appointed officials and staff within the legislative and executive branches, including candidates for elected office.
- Support the regional network’s capacity to strategically engage with local and state level elected officials and policy makers.
- Elevate the voices of people most impacted (parents, providers, educators) to inform policy decisions and advocacy.
- Foster private sector investment to leverage or catalyze public sector funds.
- Explore and pilot innovative financing strategies to bolster a comprehensive early childhood system.

Strategy Three: Results

1. VECF will champion clear and consistent performance targets for state- and regional-level early childhood success.

Activities:
- Advocate for identification and monitoring of systems level indicators at the state level and community-, family- and child-level indicators at the regional level to document and guide mission success.
- Champion nimble data and IT systems to inform measurement and tracking/analysis that lead to improved strategies and practices.

2. VECF will document gains and efficiencies and regularly report results.

Activities:
- Identify, anticipate, promote, and document cost efficiencies from interventions.
- Report annually to Governor and General Assembly.

3. VECF will ensure a safe and high-caliber operating environment.

Activities:
- Develop and maintain controls to manage sensitive data, promote information security, and protect the privacy of all stakeholders.
- Participate in a System and Organization Controls (SOC) 2 Audit to identify and remediate security and information technology risks.