

## **How the SBES Strategic Plan for 2021 – 2014 Was Developed**

The SBES Strategic Plan for 2021 – 2024 was developed by Roberta Newman (SBES Coordinator) in collaboration with the SBES Strategic Planning Committee (SPC) members who also serve on the SBES Steering Committee.

### **SBES SPC Members**

- Roberta Newman, SBES Coordinator and SPC Chair
- Dr. Linda Schulz, SBES Chair
- Lynn Bowen, former Director of East Coast Migrant Head Start and current early childhood education doctoral candidate
- Reneta Major, Northampton County Department of Social Services
- Dr. Peggy Shaeffer, Early Childhood Specialist and Educator
- Jodi Urban, Accomack Country Department of Social Services
- Ann Beamer Williams, Early Childhood Specialist and Educator

The SPC began its work in January 2021 and held regular monthly planning meetings through June 21, 2021, completing the following tasks:

1. Prepare a Summary Analysis of SBES Strategic Plan 2018-2021, addressing the following topics:
  - a. Clarity of Goals & Objectives for each Focus Area
  - b. Extent to which Goals & Objectives were met or progress made
  - c. Assess whether each Focus Area, Goal, and Objectives are still relevant
2. Identify and recommend new areas of focus or concern to incorporate in the next Strategic Plan
3. Develop a format for the next Strategic Plan that can accommodate and incorporate both continuing and new issues and priorities.
4. Present Interim Progress Reports to the SBES Steering Committee at monthly Steering Committee Meetings and solicit feedback and questions.
5. Develop a FINAL DRAFT of a new Strategic Plan for presentation to the SBES Steering Committee. The FINAL DRAFT of the Strategic Plan 2021-2024 that follows was endorsed by the Steering Committee on June 21, 2021.

## **Overview of Proposed FOCUS AREAS for 2021 – 2024 SBES Strategic Plan**

The Proposed 2021 – 2024 Strategic Plan contains the following four FOCUS AREAS from the previous plan:

**FOCUS AREA 1: PUBLIC AWARENESS, PUBLIC WILL, and PUBLIC POLICY** (Titled PUBLIC AWARENESS and PUBLIC WILL in the previous plan. In the proposed new plan, GOAL and OBJECTIVES from former PUBLIC POLICY are now incorporated in a blended FOCUS AREA with an expanded title to include PUBLIC POLICY.)

**FOCUS AREA 2: EQUITABLE ACCESS TO QUALITY EARLY CHILDHOOD CARE and EDUCATION** (incorporates and adapts the GOAL and OBJECTIVES from the previous plan’s FOCUS AREA 4: SCHOOL READINESS into a new FOCUS AREA titled: EQUITABLE ACCESS TO QUALITY EARLY CHILDHOOD CARE and EDUCATION. This new FOCUS AREA also incorporates a number of new OBJECTIVES related to promoting and supporting the new *Unified Virginia Quality Birth to 5 System* and related local, regional, and state-wide initiatives.)

**FOCUS AREA 3: COMMUNICATION SYSTEMS AND TECHNOLOGY** (Includes updated and new OBJECTIVES that are measurable.)

**FOCUS AREA 4: FAMILY ENGAGEMENT** (NOTE: The new *Unified Virginia Quality Birth to 5 System* exchanges the word “parent” for “family” throughout its description of the system. The new plan reflects the move toward using FAMILY ENGAGEMENT.)

As referenced above, the following three FOCUS AREAS from the previous strategic plan are not included as separate FOCUS AREAS in the proposed new plan:

Former FOCUS AREA 5: ORGANIZATIONAL DEVELOPMENT and FINANCIAL STABILITY

Former FOCUS AREA 6: COLLABORATIONS

Former FOCUS AREA 7: PUBLIC POLICY

GOALS and OBJECTIVES from these three FOCUS AREAS were deleted or adapted and incorporated as GOALS and OBJECTIVES in the four proposed FOCUS AREAS of the new plan or in the proposed Introduction/Preamble to the new plan, which follows.

## **Introduction to the 2021 – 2024 Strategic Plan**

While developing the 2021 – 2024 Strategic Plan, the SBES SPC Committee identified a number of critical issues related to SBES Governance that need ongoing attention from the SBES Steering Committee. Some of these issues were included as GOALS or OBJECTIVES in the previous Strategic Plan in a FOCUS AREA titled ORGANIZATIONAL DEVELOPMENT and FINANCIAL STABILITY. After extensive consideration, the SBES SPC recommended it would be more appropriate to remove these issues from the 2021 – 2024 Strategic Plan and instead include them as a framework for supporting the new plan. The comments and suggestions that follow highlight the organizational principles, assumptions, supports, and guidelines that must be in place in order to implement the 2021 – 2024 SBES Strategic Plan successfully. They are the outcome of work sessions of the full Strategic Planning Committee, SBES Steering Committee discussions, and additional work sessions conducted by Roberta Newman and Peggy Shaeffer. It is important to recognize that it will be essential for the SBES Steering Committee to address and implement the following actions in tandem with addressing the FOCUS AREAS, GOALS, and OBJECTIVES in the proposed Strategic Plan.

**Financial Stability.** Fund Development must be stressed as a high priority. Nothing will happen without strengthening the financial stability of SBES through the following actions:

- a. Re-establish a Standing Fund Development Committee to articulate and implement strategies to support the SBES Strategic Plan.
- b. Develop short-term and long-term revenue and expense projections to support the organization's operation, management and strategic plan.
- c. Develop a matrix of diverse funding sources to support SBES (E.g. foundation grants, business cohorts, government, individual donors, online crowd funding, event funding, fund development mailings, local donation initiatives, raffles, etc. This work was begun by a former Fund Development Committee, which was disbanded when major sources of grant funding evaporated.
- d. Develop a short term and long term fund development plan for securing resources from targeted entities from the identified matrix of diverse funding sources.

2. **Organizational Development.** It is essential for the SBES Steering Committee to continue the implementation of the organizational framework developed by the SBES Strategic Planning Committee in October 2020 through the following activities:

- a. **Conducting an annual review/audit of organizational stability and sustainability and adjust Strategic Plan FOCUS AREAS, GOALS, and OBJECTIVES accordingly.**
  - b. **Building its membership to reflect the approved organizational framework and carry out the Vision, Mission, Goals, and activities identified in the organizational framework.**
  - c. **Re-establishing and convening a Leadership Advisory Committee that meets a minimum of twice annually to carry out activities identified in the approved Organizational Frame document.**
  - d. **Developing a plan or set of principles for maintaining effective collaborations and partnerships with local, regional, and state-wide partnerships and collaborations in support of the new *UNIFIED VIRGINIA QUALITY BIRTH TO FIVE SYSTEM (VQB5)*.**
3. **Fiscal Sponsorship. It is critical for SBES to have a strong relationship with a Fiscal Sponsor whose mission and goals are well-aligned with those of SBES. Currently, we have an agreement with Northampton County Education Foundation (NCEF), which acts as our Fiscal Sponsor. It is recommended that the SBES Steering Committee conduct a review of our current relationship with NCEF and also explore whether there may be other local organizations that may be interested in partnering with SBES as an umbrella organization, host, Fiscal Sponsor, Fiscal Agent or some other configuration that would strengthen SBES. While SBES may eventually want to consider applying for status as a 501 (c) organization, current options to explore for aligning with an umbrella organization/fiscal sponsor could include:**
- a. **(Continue with) NCEF**
  - b. **Another community-based 501 (c) 3**
  - c. **An educational institution**
  - d. **A child care center or agency**
  - e. **A government agency**
  - f. **Others?**
4. **Re-branding of Smart Beginnings Eastern Shore. The Virginia Early Childhood Foundation (VECF) has encouraged all Smart Beginnings partners to begin the process of co-branding themselves. Smart Beginnings will have the use of the Smart Beginnings Brand until the summer of 2023. NOTE: The Strategic Planning Committee began a discussion of whether we should choose a new brand such as “Minus 9 to 5”, which would expand our mission to addressing needs of children during the 9 months prior to birth as well as the span of 0 to 5 years. No consensus was reached. The new *Unified Virginia Quality Birth to Five System (VQB5)* on increasing equitable access quality services in early childhood care and**

education will remain focused on the age range of 0 – 5. Therefore, the 2021 – 2024 Strategic Plan focuses on that age range as well. However, because the time period prior to birth and the years that follow age five are important periods to consider on a continuum of well-being. We already take this approach when we incorporate ages 0 – 18 at the KIDS COUNT FORUM. We can certainly embrace and link maternal child health in the period prior to birth to our mission as we have done in our recent KIDS COUNT FORUM Virtual Series Session on *Maternal Child Health for Shore Moms*. The Strategic Planning Committee recommends further discussion on this by the SBES Steering Committee as it explores the issue of rebranding.

- a. It is recommended that the SBES Steering Committee develop a detailed plan for rebranding SBES and launching a rebranding publicity campaign by July 2022.
- b. Establishing a new brand will be an important component of fund development and should be considered carefully with regard to its appeal when submitting grants and funding proposals to other donors.
- c. As one alternative, consider use of *Go & Grow Eastern Shore (GGES)*. This phrase is currently associated with SBES as the title of the *Go & Grow Starter Pack Initiative*. As such, it lends itself to being incorporated in co-branding with SBES for the next two years. Other alternatives to consider involve the use of VECF Smart Beginnings taglines, along with whatever new brand name we select.

### Overview of the Chart Presenting the DRAFT 2021 – 2024 Strategic Plan

The 2021 -2024 Strategic Plan organized into four FOCUS AREAS. Components of each FOCUS AREA are listed below:

1. FOCUS AREA Number and Title
2. Broad GOAL statement for the FOCUS AREA
3. List of OBJECTIVES for the FOCUS AREA
4. Each FOCUS AREA includes a section titled FUNDING REQUIRED to support the OBJECTIVES and activities for the FOCUS AREA. Requirements are presented as lists of costs to be considered when establishing plan priorities and incorporated in a financial statement of projected revenues and expenses.



**FOCUS AREA 1: PUBLIC AWARENESS, PUBLIC WILL, and PUBLIC POLICY**

**GOAL: Promote public awareness, public will, and public policy around early childhood issues and developmental asset-building across Eastern Shore Communities**

**OBJECTIVE 1:** Sponsor an annual KIDS COUNT on the Eastern Shore Forum in collaboration with other lead community and state organizations and businesses.

**OBJECTIVE 2:** Plan and Implement an Annual KIDS COUNT FORUM Virtual Series on Zoom, providing 4 to 6 Sessions annually. Include sessions on topics, issues, and activities identified by participants of the in-person KIDS COUNT FORUM and current issues related to promoting access to quality early childhood care and education of children 0 – 5 and the well-being of children 0 – 18.

**OBJECTIVE 3:** Publicize the state of child well-being on the Eastern Shore and lead efforts to promote increased child well-being through KIDS COUNT ON THE EASTERN SHORE FORUMS (Annual In-person Event and Virtual Series).

**OBJECTIVE 4:** Provide information to assist with data driven decision making to children and family service providers, elected officials, the business community and other community decision-makers at the annual KIDS COUNT FORUM.

**OBJECTIVE 5:** Support and encourage local participation in research to help ensure an effective measurement of children’s well-being through the annual KIDS COUNT FORUM.

**OBJECTIVE 6:** Promote Shore-wide Early Childhood initiatives and Developmental Asset-building through vehicles such as the KIDS COUNT FORM (in-person and virtual) and News Flashes to early childhood stakeholders, community leaders, and government entities.

**OBJECTIVE 7:** Publicize early childhood research and related SBES initiatives through Eastern Shore media outlets community organizations, community meetings, SBES Facebook page and the KIDS COUNT FORUM (KCF).

**OBJECTIVE 8:** Collaborate with PNC Bank representatives, Go & Grow Initiative partners and other public and private entities to source and distribute readiness resources to targeted organizations that serve families of young children 0 – 5.

**FUNDING REQUIRED** to support the following activities in this FOCUS AREA:

1. Annual KIDS COUNT FORUM In Person Event (Planning and Coordination, Meals and Coffee Breaks, Supplies, Printing )
2. KIDS COUNT FORUM Virtual Series (Planning and Coordination, Zoom Licenses for Tech Support, Supplies)

3. Mileage related to participating in community meetings with community partner organizations.
4. Office Supplies and Printing
5. Technology (Telephone, Internet Access and Licenses, Cloud Storage, Software and Hardware, and Services such as Constant Contact, etc.)
6. Coordination of and supplies related to community-based and virtual events promoting public awareness of new *Unified Virginia Quality Birth to Five System*.



**FOCUS AREA 2: EQUITABLE ACCESS TO QUALITY EARLY CHILDHOOD CARE and EDUCATION**

**GOAL:** Work with local, regional, and state entities to implement the new *Unified Virginia Quality Birth to Five System (VQB5)* to promote access to equitable, quality early childhood services so that all children 0 – 5 on the Eastern Shore have the opportunity to succeed and thrive.

**OBJECTIVE 1:** Join and partner with the *VECF Ready Region Hub* established for our geographic region, supporting VECF's commitment to advocating assertively to disrupt inequitable systems and rebuild equitable and durable systems, eliminating racial injustice, and being accountable for implementing a re-imagined equitable early childhood system for the good of Virginia communities.

**OBJECTIVE 2:** Collaborate with *Minus 9 to 5* to support the implementation of the new *Unified Virginia Quality Birth to Five System (VQB5)*, working with the *Coordinator of the Preschool Development Grant Birth to 5 (PDG B-5)*. Participate as a member of the *PDG B-5* Leadership Team. Assist with outreach to Eastern Shore early childhood stakeholders and families to publicize the new system, related events and opportunities.

**OBJECTIVE 3:** Join and participate as a member of *Virginia Promise Partnership*, a state-wide coalition of leading organizations working together to achieve the goal of ensuring all Virginia families have access have access to affordable, quality child care by 2030, regardless of income.)

**OBJECTIVE 4:** Collaborate with state, regional and local partners to coordinate and implement training for early care and education providers on the Eastern Shore and increase the supply of locally-based CLASS Observers to support the new *Unified Virginia Quality Birth to Five System (VAB5)* as it is implemented through the *Preschool Development Grant Birth to Five (PDG B-5)*.

**OBJECTIVE 5:** Collaborate with Eastern Shore Health and Education-related organizations to promote and increase school readiness as defined by the new *Unified Virginia Quality Birth to Five System (VQB5)*. (Examples: Eastern Shore Healthy Communities, Community Partners of the Eastern Shore, Community Services Board, Public and Private Schools, Departments of Social Services, Head Start and other Early Childhood Care and Education centers. and Faith-Based organizations).

**OBJECTIVE 6:** Establish a Standing Committee to 1) support the implementation of the new *Unified Virginia Quality Birth to Five System (VQB5)* and 2) support efforts to expand the supply of quality child care and education services on the Eastern Shore.

**FUNDING REQUIRED to support the following activities in this FOCUS AREA:**

- 1. Community outreach activities**
- 2. Collaboration activities with identified collaborators and partner organizations**
- 3. Mileage related to participating in meetings with community partner organizations**
- 4. Office Supplies and Printing**
- 5. Technology (Telephone, Internet Access and Licenses, Cloud Storage, Software and Hardware, and Services such as Constant Contact, etc.)**
- 6. Staffing to support a Standing Committee to support implementation of the new Virginia Unified Measurement and improvement System and support efforts to expand the supply of quality child care and education services on the Eastern Shore.**

**FOCUS AREA 3: COMMUNICATION SYSTEMS AND TECHNOLOGY**

**GOAL:** Develop comprehensive communication systems and technology resources that reflect the needs, interests, and lifestyles of diverse parents and early childhood stakeholders who serve young children and families and Eastern Shore citizens.

**OBJECTIVE 1:** Develop a plan for reaching families, providers, and stakeholders through print media, including detailed plans for establishing regular contact and building relationships with reporters of the Eastern Shore POST, Eastern Shore News, Cape Charles Happenings, and CPES Community Bulletin Board.

**OBJECTIVE 2:** Update the SBES *Early Childhood Directory* and develop a plan for widespread distribution by July 2022 via print media and/or electronic distribution.

**OBJECTIVE 3:** Develop an Internet presence for SBES by July 2022, including creation of an SBES Web site incorporating a new Brand for the organization.

**OBJECTIVE 4:** Develop a detailed plan to publicize the organization via at least one social media page (E.g. Business Facebook Page, Instagram, Pinterest), incorporating the new Brand for the organization by July 2022 and plan for regular management of the selected page.

**FUNDING REQUIRED** to support the following activities in this FOCUS AREA:

1. Web site development and management
2. Social Media page development and management
3. Revision of the print version Early Childhood Directory
4. Reprinting of the Early Childhood Directory
5. Office Supplies and Printing
6. Technology (Telephone, Internet Access and Licenses, Cloud Storage, Software and Hardware, and Services such as Constant Contact, etc.)
7. Development of an electronic version of the Early Childhood Directory
8. Coordination activities related to development and implementation of print media plan and social media plan.

**FOCUS AREA 4: FAMILY ENGAGEMENT (NOTE: FOCUS AREA 4 is retitled in keeping with language used in the new *Unified Virginia Quality Birth to Five System (VQBS)*).**

**GOAL:** Promote increased family engagement in three major areas: 1) engagement in child care, school settings, and community recreation and learning programs; 2) engagement in their individual child’s learning, healthy growth and development; 3) engagement in program planning, policy development and advocacy in programs related to early childhood.

**OBJECTIVE 1:** Develop the first component of a coordinated Eastern Shore Family Engagement Plan focusing on *Family Partnerships* by July 2022, the beginning of Year 2 of PDG B-5, to promote family engagement across early childhood programs and providers on the Eastern Shore and community level leaders. (NOTE: At a PDG B-5 Leadership Team meeting on July 11, 2021, Dr. Tamilah Richardson of Virginia Department of Education stressed it is important for communities to take strategic action to restore and strengthen Family Engagement. She identified five Core Areas to address: 1) Program Leadership, 2) Program Environment, 3) Family Partnership, 4) Teaching and Learning, and 5) Community Partnership. She indicated that PDG B-5 participants should focus on Family Partnership as they begin developing a Family Engagement Plan. During Year 1 of PDG B-5, developing and implementing a Family Engagement Plan will be optional for participating programs and providers. All PDG B-5 participants will be required to develop and implement Family Engagement Plans during Years 2 and 3. The DOE Contact for guidelines in developing the plan: Dr. Tamilah Richardson, Virginia Department of Education – [tamilah.richardson@doe.virginia.gov](mailto:tamilah.richardson@doe.virginia.gov).)

**OBJECTIVE 2:** Collaborate with Riverside Shore Memorial Hospital (RSMH) and other entities (E.g. Eastern Shore Rural Health System, Eastern Shore Health Communities) to promote the RSMH stated goal of increasing on parent and family engagement in their children’s health and education.

**OBJECTIVE 3:** Deliver *Go & Grow Starter Packs* each year to all new parents of children born at Riverside Shore Memorial Hospital.

**OBJECTIVE 4:** Collaborate with Eastern Shore Rural Health Pediatricians to increase family use of *Go & Grow Pack* resources.

**OBJECTIVE 5:** Collect quarterly data on the parent and family use of *Go & Grow Starter Packs* and the impact of these resources on children and families. Use data to identify which resources are most helpful to parents of newborn children, determine the need for additional resources, and determine the extent to which parents and families are using the packs to promote development and child well-being.

**OBJECTIVE 6:** Facilitate the development of regularly scheduled workshops on Family Engagement for Eastern Shore Early Childhood Teachers and Child Care Providers, focusing on the five VQB5 components of Family Engagement: 1) Program Leadership, 2) Program Environment, 3) Family Partnership, 4) Teaching and Learning, and 5) Community Partnership.

**OBJECTIVE 7:** Promote school readiness and early literacy to families through regularly scheduled outreach programs, workshops and readiness resource distribution through Accomack and Northampton County Schools and other entities.

- Co-sponsor a minimum of six *Every Day Fun with Reading (EDFWR)* workshops at locations convenient for diverse families and children on the Eastern Shore.
- Support stipends for Workshop Presenters (from public schools and other entities)

**OBJECTIVE 8:** Recruit a minimum of two family representatives to serve on the SBES Leadership Advisory Council (and/or SBES Steering Committee). Conduct recruitment through collaborative efforts with Head Start, Public Schools, and the Child Care Community, including centers and family child care homes.

**OBJECTIVE 9:** Collaborate with Head Start, Public Schools, and the Child Care Community (including centers and family child care homes) to conduct outreach to engage parents and families in state-wide advocacy efforts such as *Virginia Promise Partnership*.

**FUNDING REQUIRED** to support the following activities in this FOCUS AREA:

1. *Go & Grow Pack Initiative* coordination activities and inventory management
2. *EDFWR* workshop coordination activities
3. *EDFWR* “tool kit” materials and stipends for teachers (?)
4. Outreach and coordination activities related to recruitment of Leadership Advisory Council and/or SBES Steering Committee.
5. Office Supplies and Printing
6. Technology (Telephone, Internet Access and Licenses, Cloud Storage, Software and Hardware, and Services such as Constant Contact, etc.)
7. Coordination activities related to collaboration with RSMH and other entities to promote parent and family engagement in their children’s health and education