



# Comprehensive Plan

## 2018-2020

### Introduction

Per First Steps legislation (Section 52-152-70 (A)), each First Steps Partnership Board shall bring the community together to identify the area needs related to the goals of First Steps, develop a strategic long-term plan for meeting those needs, and then develop specific initiatives to implement the elements of the plan while integrating service delivery where possible. The partnership board is responsible for overseeing the implementation of the partnership's comprehensive strategic plan, which shall include direct service provision, contracting for service provision, and organization and management of volunteer programs. In addition, each partnership's comprehensive plan shall include the following core functions:

- a) service as a local portal connecting families of preschool children to community-based services they may need or desire to ensure the school readiness of their children;
- b) service as a community convener around the needs of preschool children and their families; and
- c) support of state-level school readiness priorities as determined by the State Board.

Needs and Resources Assessment: Each local First Steps partnership undergoes a community needs and resources assessment process every three years, in consultation with its local board, staff, clients and partners. A description of this process can be found online at <http://scfirststeps.com/fy-17-needs-and-resources-assessment/>.

Alignment to State First Steps Priorities: Each local First Steps partnership is a non-profit organization created in legislation in support of the statewide First Steps initiative, which is governed by a state board of trustees and supported by the State Office of First Steps. Each local plan aligns with the priorities of the South Carolina First Steps Strategic Plan, **Vision 2020** (<http://scfirststeps.com/resources-and-state-reporting/>). These priorities are:

- Increase access to quality early childhood programs and resources
- Enhance leadership development and capacity building
- Strengthen interagency accountability and public-private collaboration

Support for First Steps Legislative Goals: The strategic goals of this comprehensive plan support one or more goals of the First Steps initiative, as defined in state legislation (<http://www.scstatehouse.gov/code/t59c152.php>):

1. "Provide parents with access to the support they might seek and want to strengthen their families and to promote the optimal development of their preschool children;
2. Increase comprehensive services so children have reduced risk for major physical, developmental, and learning problems;
3. Promote high-quality preschool programs that provide a healthy environment that will promote normal growth and development;
4. Provide services so all children receive the protection, nutrition, and health care needed to thrive in the early years of life so they arrive at school ready to succeed; and
5. Mobilize communities to focus efforts on providing enhanced services to support families and their young children so as to enable every child to reach school healthy and ready to succeed."

Promotion of South Carolina's Definition of School Readiness: The goals and objectives of this comprehensive plan promote one or more descriptions of school readiness (Ready Children, Ready Families and Caregivers, Ready Schools and Educators, Ready Communities) as defined in South Carolina's Profile of the Ready Kindergartner (<http://www.ican.sc>), adopted in 2015 by the South Carolina First Steps Board of Trustees and the South Carolina Board of Education as the state's readiness benchmarks.

# South Carolina's School Readiness Description (Profile of the Ready Kindergartner)

## 1 Ready Children

- 1A Approaches to Learning & Inquiry (10)
- 1B Emotional & Social Development (12)
- 1C Physical Development, Self-Help & Motor Skills (4)
- 1D Language & Literacy Development (24)
  - o Listening, Speaking and Understanding (8)
  - o Early Reading (12)
  - o Early Writing (4)
- 1E Mathematical Thinking (9)
  - o Number Sense (5)
  - o Matching, Sorting, Classifying (4)

## 2 Ready Families and Caregivers

*Ready Kindergartners have the foundation of family and caregivers who:*

- 2A Provide safe and loving home environments in which children can grow and develop optimally.
- 2B Ensure that their children's pediatric health and dental needs are regularly addressed.
- 2C Create "language rich" homes in which conversation and written literacy are modeled daily.
- 2D Ensure that their young children receive adequate rest and a healthy diet.
- 2E Expose young children to regular and varied learning experiences in and out of the home.

## 3 Ready Schools and Educators

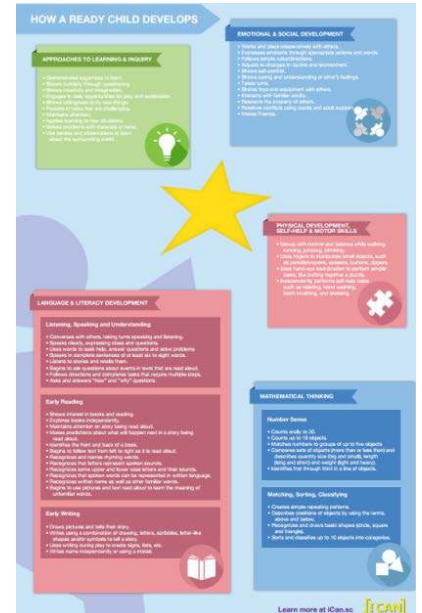
*Schools and educators for the Ready Kindergartner:*

- 3A Understand that each child develops on a unique timeline.
- 3B Are prepared to meet the unique, individual needs of all students.
- 3C Are highly knowledgeable in both child development and the progression of early learning.
- 3D Provide the social, emotional and academic supports needed to advance their students abilities.
- 3E Create emotionally safe and nurturing environments that are free of stress.
- 3F Are equipped to support the needs of their students' parents and caregivers.

## 4 Ready Communities

*Communities that support the Ready Kindergartner:*

- 4A Provide access to the resources necessary to ensure good health and optimal physical, social/emotional and cognitive development.
- 4B Create environments in which children:
  - o Can grow and develop in the absence of fear, stress, danger and hunger.
  - o Have access to needed pediatric, dental and mental health resources.
  - o Spend their days in nurturing, language-rich, and developmentally supportive environments (whether a loving home, a high-quality early education setting or both).
  - o Are cared for by loving adults attentive to their physical, emotional and developmental needs.



Profile of the Ready Kindergartner brochure

Profile of the Ready Kindergartner brochures are available from each local First Steps office.

Profile of the Ready Kindergartner resources: <http://www.ican.sc/>

### South Carolina's Definition of School Readiness (Section 59-152-25 (G))

"School readiness' means the level of child development necessary to ensure early school success as measured in the following domains: physical health and motor skills; emotional and social competence; language and literacy development; and mathematical thinking and cognitive skills. School readiness is supported by the knowledge and practices of families, caregivers, healthcare providers, educators, and communities."



## Berkeley First Steps

### \*Strategic Plan Vision 2020

#### Message from the Brenda Campbell, Board Chair

We are excited to share the Berkeley County First Steps 2020 Vision and Comprehensive Strategize Plan that we will use to reach our goals.

We have evolved since 1999, continuously impacting thousands of Berkeley children, parents and educators. We are building upon our strengths, which are providing quality home visiting and professional developments services, integrity in our governance and business practices and an innovative and collaborative approach to growth and expansion.

A key component to our success now and in the future aligns with our overarching strategic goals:

- Understanding early learning in the context of the complex systems and stakeholders that affect the domains of whole child development from birth to age 8 and result in the SC Ready Kindergartener
- The critical importance of racial and cultural equity;
- The role of data indicators and outcomes in informing and supporting communication and collaboration in a traditionally fragmented field locally and statewide.

Our agency leadership is working to create a common language and understanding of high quality early care and parenting supports while fostering collaboration, and investing in data-driven change to improve outcomes for all young children in Berkeley County. We are grateful to all that came to the table this year to update and improve this plan which was reviewed and approved by the Berkeley County First Steps Board of Directors on January 30, 2018. We invite funders, private and public partners, educators and parents to share in this collective vision and work!

Forward,

*Brenda Campbell*, BCFS Board Chair

## Vision, Mission, and Values

Source: *Guiding Principles and Best Practices for South Carolina Nonprofits, 4<sup>th</sup> Edition* (TogetherSC, 2017)  
<http://www.togethersc.org/?page=GPBP>

In order to engage in strategic thinking that steers the organization in a **mission-focused direction**, the local partnership board must clearly define its mission, vision and values and use these statements to guide planning and action.

Mission and vision statements capture the essence of your organization's beliefs and values, and define its place in the world. A **vision statement** explains the overall goal of your organization looking into the future, while the **mission statement** outlines the present plan to realize the vision.

### VISION

Communicates the desired future we seek for the community we serve.

#### SC First Steps Vision 2020 Vision Statement

Every South Carolina child will be prepared for success in school.

The partnership board adopts the following vision statement for its 2018-2020 Strategic Plan:

#### Berkeley County First Steps Vision Statement

Every Child in Berkeley County  
will enter kindergarten  
safe, healthy, ready to succeed,  
and eager to learn

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### MISSION

Describes the purpose that guides everything we do.

#### SC First Steps Vision 2020 Mission Statement

Collaborating with other entities, First Steps helps South Carolina families and caregivers prepare their children for school success by maximizing public and private community resources to deliver, enhance and expand high-quality early childhood services.

The partnership board adopts the following mission statement for its 2018-2020 Strategic Plan:

#### Berkeley County First Steps Mission Statement

Improve the health and education of Berkeley County's youngest children so they can enter school ready to succeed and eager to learn.

## VALUES

Core values and beliefs reflect how our people – and the organization itself – behaves.

### SC First Steps Vision 2020 Core Values

The years of early childhood are a critical window of development during which much of human potential is shaped.

Families are the single most important influence on the development of their young children.

The work of supporting families and caregivers is a collaborative effort between state and local stakeholders within the public, private and faith sectors.

School readiness is the result of a child's development in many areas, with each contributing to the child's success.

Services must be individualized and adaptable to meet the unique needs of children and families.

We value, and demonstrate in our collaborative work and advocacy, diverse perspectives in the development of public policy and programs.

To achieve desired results, services must be high-quality and grounded in strong evidence. First Steps operates within a culture of accountability.

The partnership board adopts the following core values for its 2018-2020 Strategic Plan:

### Berkeley County First Steps Core Values

**Parent and Guardian Education:** Strengthening families of young children through in-home visitations offering child development education, parenting education, and service referrals.

**Healthy Children:** Enhancing the health of young children through nurse-family partnerships, early detection screenings, and referrals for young children with developmental needs.

**Childcare Excellence:** Improving the quality of child care services in our community and improving and facilitating access to child care.

**Quality Education for Our Children:** Serving as a leading advocate for the education and health needs of young children and the support needs of their families and teachers in Berkeley County.

## BERKELEY COUNTY FIRST STEPS STRATEGIC PRIORITIES

### Executive Summary and Background

Before SCFS issued the mandate that Local County Partnerships develop a local comprehensive plan for serving children and families, the BCFS Board of Directors and staff began meeting formally in 2015 to develop a strategic plan. BCFS has had a long history of working in the community to provide the best outcomes for children, parents and providers. Our board and staff resumed formal meetings in the fall of 2017 to revisit our mission, goals and vision in the context of the South Carolina Profile of the Ready Kindergartener. We embarked on intensive board and staff professional development to provide a foundation for understanding what all young children and families need to thrive emotionally and academically. We participated in ACE's (Adverse Childhood Experiences) training, provided by the SC Children's Trust, a session of FASD (Fetal Alcohol Syndrome Disorder) to understand how alcohol and other substance abuse which is of increasing concern in Berkeley County, affects brain development in utero and children's ability to learn. We also participated in a STEAM professional development presented by the Lowcountry Children's Museum, which reminded us that young children are primed for inquiry when we understand how to best facilitate learning. All of our professional development sessions demonstrated how museums and other local entities offer us opportunities and supports for creating "Ready Educators, Parents and Communities".

In response to the SCFS Local Team Meeting legislative mandate, BCFS established and expanded our local team to ensure that we are including a cross sectorial conversation in the county to build capacity around our early childhood initiatives. Our BCFS Local Team meets quarterly and will continuously help our agency stay on track with our strategic goals and ensure that we are capturing the most urgent needs and opportunities for investment and support of young children and families.

Though our BCFS Strategic Plan was initiated in 2015, our collaborative work in 2017 has allowed us to better define best practice initiatives, and actions identified in the plan. We've taken 2017 community and program needs assessments, consumer feedback surveys, BCSD and Cradle to Career data on reading and math scores in Kindergarten and 3<sup>rd</sup> grade, to help us establish annual goal setting and aid in guiding our work.

#### What we know:

- the early years influence lifelong health, learning and behavior. We also know that a child's early experiences literally "sculpt" the developing brain.
- that offering quality early childhood development programs and services is important; however, we also know children's development is influenced by a variety of factors including genetics, family environment, socio-economic conditions, early experiences in child care, and public policy.
- we must take a multifaceted approach that includes programs and services, family supports as well as advocacy of higher standards for early care programs, in Berkeley, the tri-county and in the state.

- it is crucial for the Berkeley County government, business community and faith-based organizations to understand the societal and economic benefits of high quality, affordable early childhood for all, especially hard to reach children.
- supporting pregnant mothers and their families through birth, infancy and the early years will create the best chance to affect long-term success for all of our children and our community.

Children First,

Adrienne Troy-Frazier, Berkeley County First Steps Executive Director

## **\*Strategic Action**

### **Goal 1: Berkeley County will be a *Ready Community***

Ensure Berkeley County is a community that is educated on value of early childhood development and care, and parent engagement.

#### **Objective 1:**

- Improve awareness of the importance of early childhood development and the advantages of shared investment (human, financial, organizational) responsibilities within the community.
- Increase the recognition of early education and community leadership and investment in the early care field locally.
- Increase the community capacity to support the health and development of children.

#### **Actions:**

- a) Create a professional recognition system and award to acknowledge outstanding Champions of Young Children services to families in our community. (2019) STAFF/BOD/CP
- b) Create a community culture that values Early Care educators and Early Childhood service providers and their efforts on behalf of children. (2018-2020) STAFF/BOD/CP
- c) Establish a marketing vehicle (newsletter/event) to acknowledge the contributions of early childhood leadership and champions in Berkeley County. Monthly/Annually STAFF

### **Goal 2: *Ready Children, Ready Parents***

Ensure that the hardest to reach families have equitable opportunities for healthy early childhood development experiences and activities.

#### **Objective 2:**

- Increase participation in early screenings, assessments and referrals for all children, while always prioritizing the hardest to reach populations. *Ongoing with 5-10% increases of screenings and assessments annually. STAFF/CP*
- Strengthen parent and primary caregiver capacity by developing parenting and educators' skills, knowledge, confidence and resiliency. *Ongoing with 5% participation increase annually in family literacy/skill building initiatives. STAFF/CP*
- Increase the opportunities for positive, interactive and culturally relevant early childhood experiences. *Ongoing. All family literacy and professional development offerings will have anti-bias goals and framework embedded. STAFF/CP*



a) Increase access (technology, peer-to-peer) to community education programs that engage and support parents, primary caregivers and early learning professionals. 2019 STAFF/CP

b) Modify BCFS organizational structure to ensure optimal usage of existing staff and resources. 2018 STAFF/BOD

c) Improve evaluation and data collection and use to update community needs assessments in early care and maternal health. Annual/Nov/Dec-Staff/CP

### Goal 3: *Ready Educators, Ready Schools*

Berkeley County First Steps will increase financial investments, expand professional development and workforce supports to current quality early childhood programs through quality enhancement and professional development initiatives.

- Increase internal and external capacity for cross sector early childhood leadership. Ongoing, STAFF/BOD/CP
- Increase focus on local data, outcomes and effectiveness measures. Ongoing, STAFF/BOD/CP
- Establish alignment between the BCSD school system and all other early care, learning and development sectors (Babynet, EHS, SCFS 4K, PAT, Child Find, Pediatricians, Child Care Providers) ONGOING. STAFF/BOD/CP
- Develop an intersectional plan to increase access to early care and education services by decreasing barriers for families. ONGOING. STAFF/BOD/CP
- Develop an intersectional approach and commitment to early care and education advocacy. ONGOING/STAFF/BOD/CP

#### Actions:

a) BCFS will establish the following *Professional Learning Communities and Cohorts* with Quality Enhancement and Coaching Supports that advance outcomes in young children by educating teachers:

- Approaches to Inquiry and Early Math (2017-19),
- Early Reading (2019-2020)
- Social Emotional Development/PBIS (2018-2020)

b) Maintain Local Team and Local Portal coordination and marketing to increase and expand the capacity for supporting partnerships, leveraging of resources in support of strategies and actions identified through planning. ONGOING/Staff

c) Prospect and apply for sustainable funding to support short and long-term implementation of strategic plan goals. Consider funding opportunities as a group where it is reasonable and possible. ONGOING/BOD, STAFF, CP

d) Invite policy makers and business representatives to support and participate in local team and planning groups. 2019, STAFF/BOD/CP

e) Develop a consensus decision making model for quarterly local team and education planning workgroups that guide decisions, goal setting, and evaluation and planning. 2018, STAFF/CP

f) Advocate for sustainable and sufficient funding for increased supports, culturally appropriate interventions (PBIS) and therapies for families with children experiencing developmental delays and/or behavioral challenges. 2018-2020, STAFF/CP

g) Increase access to community education programs that engage and support parents, primary caregivers and early learning professionals. 2019 STAFF/CP

h) Modify BCFS organizational structure to ensure optimal usage of existing staff and resources. 2018 STAFF/BOD

## STRATEGIC GOALS

#	<b>Berkeley County First Steps Strategic Goals, 2018-2020</b>	<b>FS Legislative Goal(s) Addressed</b> (abbreviate as Goal 1, 2, etc.)	<b>Profile of the Ready Kindergartner Benchmark(s) Addressed</b> (abbreviate as 1A, 2B, etc.)
1	Ensure Berkeley County is a community that is educated on value of early childhood development and care, and parent engagement.	Mobilize communities to focus efforts on providing enhanced services to support families and their young children so as to enable every child to reach school healthy and ready to succeed.”	4A 4B
2	Ensure that the hardest to reach families have equitable opportunities for healthy early childhood development experiences and activities.		3A      1A 1B 1C 1D 1E 3B 3C 3D 3E 3F

3	Improve Child Care services in Berkeley County- Expand professional development and workforce supports to current quality early childhood programs through quality enhancement and professional development initiatives.		3A 3B 3C 3D 3E 3F
4	Increase financial investments by engaging the business community to support child care access and quality in Berkeley County; Enhance organizational financial capacity		4a,4b
6	Improve program performance through regular, outcome-driven program evaluation		4a,4b
7	Enhance organizational marketing and outreach.		4A,4b

## Berkeley County First Steps Partnership

# 2018-2020 COMPREHENSIVE PLAN

Organized by the partnership’s current and proposed programs and services, as well as the core functions common to all First Steps partnerships (serving as a local portal connecting families of preschool children to services; serving as a community convener in support of the needs of preschool children and their families; and supporting state readiness priorities).

<b>Local Portal</b>			
Berkeley First Steps will connect families of preschool children to services designed to strengthen families and promote optimal child development (State Priority: Core Function).			
<b>Objective</b>	<b>In Support of Partnership Strategic Goal(s)</b> (abbreviate as 1, 2, etc.)	<b>Success Metrics</b>	<b>Action Items</b>
Each objective addresses one or more priorities of the SC First Steps Strategic Plan, <i>Vision 2020</i> : 1) Increase access; 2) Build capacity; 3) Strengthen interagency accountability & collaboration		Evidence for demonstrating progress, or achievement, of this objective (assessments, surveys, evaluations, focus groups, or other documentation)	Major activities to be initiated in support of the objective (to be operationalized by staff and partners)
<p>Ensure that the hardest to reach families have equitable opportunities for healthy early childhood development experiences and activities.</p> <p><b>Objective 2:</b></p> <ul style="list-style-type: none"> <li>• Increase participation in early screenings, assessments and referrals for all children, while always prioritizing the hardest to reach populations</li> </ul>	<b>Ready Children</b>	<p><i>Ongoing with 5-10% increases of screenings and assessments annually. STAFF/CP</i></p> <p><i>Quarterly Scorecards will outline benchmarks and action dates</i></p> <p><i>Review and Report Quarterly Effectiveness Measures by program strategy</i></p>	<p>a) Increase access (technology, peer-to-peer) to community education programs that engage and support parents, primary caregivers and early learning professionals. 2019 STAFF/CP</p> <p>b) Modify BCFS organizational structure to ensure optimal usage of existing staff and resources. 2018 STAFF/BOD</p> <p>c) Improve evaluation and data collection and use to update community needs assessments in early care and maternal health. Annual/Nov/Dec-Staff/CP</p>
<ul style="list-style-type: none"> <li>• Strengthen parent and primary caregiver capacity by developing parenting and educators' skills, knowledge, confidence and resiliency.</li> </ul>	<b>Ready Parents</b>	<p><i>Ongoing with 5% participation increase annually in family literacy/skill building Ongoing. All family literacy and professional development offerings will have anti-bias goals and framework</i></p>	<p>a) Quarterly Parent Literacy Opportunities offered via Prosperity Center, Libraries, LCM, and in schools.</p> <p>b) Early Childhood Child Care Trainings will be available to both child care providers and primary caregivers each quarter.</p> <p>c) Convene early learning cohorts annually serving a minimum of 5 early educators each</p>

		<p><i>embedded. STAFF/CP initiatives. STAFF/CP Business Plans and Quarterly Scorecards will outline benchmarks and action dates Review and Report Quarterly Effectiveness Measures by program strategy</i></p>	<p>d) Provide pregnant and new mothers with lactation and child birth supports as needed  e) Contract with licensed mental health professional to offer early childhood mental health and parenting supports as needed via local portal and community education services  f) Increase usage of social media to include ongoing online early care and developmental information to parents and primary caregivers  g) Train staff and BOD on ACE's, Protective Factors and Trauma Assessment and provide appropriate referrals and resources.</p>
<p>• Increase the opportunities for positive, interactive and culturally relevant early childhood experiences</p>		<p><i>Ongoing. All family literacy and professional development offerings will have anti-bias goals and framework embedded. STAFF/CP Quarterly Scorecards will outline benchmarks and action dates</i></p>	<p>a) Provide annual CCT/Parent Community Education on Anti-Bias Concepts  b) Embed Racial Equity Goals into all BCFS programs and services  c) ED will serve on Race Equity Workgroup with SCFS and other CBO's.  d) Maintain Communities of Practice in support of Anti-Bias Concepts</p>

## Community Education and Outreach

Berkeley County First Steps will increase understanding in the community of school readiness domains and assessment, and “what works” to help young children succeed, and will make information easily accessible in all communities and for all families. (State Priority: SCFS Strategic Plan)

<p style="text-align: center;"><b>Objective</b></p> <p>Each objective addresses one or more priorities of the SC First Steps Strategic Plan, <i>Vision 2020</i>: 1) Increase access; 2) Build capacity; 3) Strengthen interagency accountability &amp; collaboration</p>	<p style="text-align: center;"><b>In Support of Partnership Strategic Goal(s)</b> (abbreviate as 1, 2, etc.)</p>	<p style="text-align: center;"><b>Success Metrics</b></p> <p>Evidence for demonstrating progress, or achievement, of this objective (assessments, surveys, evaluations, focus groups, or other documentation)</p>	<p style="text-align: center;"><b>Action Items</b></p> <p>Major activities to be initiated in support of the objective (to be operationalized by staff and partners)</p>
<p>Ensure Berkeley County is a community that is educated on value of early childhood development and care, and parent engagement.</p> <p><b>Objective 1:</b></p> <ul style="list-style-type: none"> <li>• Improve the awareness of the importance of early childhood development and the advantages of shared investment (human, financial, organizational) responsibilities within the community.</li> <li>• Increase the recognition of early education and community leadership and investment in the early care field locally.</li> <li>• Increase the community capacity to support the health and development of children.</li> </ul>	<p><b>Berkeley County will be a Ready Community</b></p>	<p><i>Review and Report Quarterly Effectiveness Measures by program strategy</i></p> <p><i>Annual Business Plans</i></p> <p><i>Quarterly Scorecards</i></p>	<p>a) Create a professional recognition system and award to acknowledge outstanding Champions of Young Children services to families in our community. (2019) STAFF/BOD/CP</p> <p>b) Create a community culture that values Early Care Educators and Early Childhood service providers and their efforts on behalf of children. (2018-2020) STAFF/BOD/CP</p> <p>c) Establish a marketing vehicle (newsletter/event) to acknowledge the contributions of early childhood leadership and champions in Berkeley County. Monthly/Annually STAFF</p>

## Mobilizing Communities on Providing Enhanced Services to Support Families and their Young Children

Berkeley County First Steps will serve as a community convener to address the needs of preschool children in the community, in support of state readiness priorities (State Priority: Core Function).

<p style="text-align: center;"><b>Objective</b></p> <p>Each objective addresses one or more priorities of the SC First Steps Strategic Plan, <i>Vision 2020</i>: 1) Increase access; 2) Build capacity; 3) Strengthen interagency accountability &amp; collaboration</p>	<p style="text-align: center;"><b>In Support of Partnership Strategic Goal(s)</b> (abbreviate as 1, 2, etc.)</p>	<p style="text-align: center;"><b>Success Metrics</b></p> <p>Evidence for demonstrating progress, or achievement, of this objective (assessments, surveys, evaluations, focus groups, or other documentation)</p>	<p style="text-align: center;"><b>Action Items</b></p> <p>Major activities to be initiated in support of the objective (to be operationalized by staff and partners)</p>
<p>Berkeley County First Steps will increase financial investments, expand professional development and workforce supports to current quality early childhood programs through quality enhancement and professional development initiatives.</p> <ul style="list-style-type: none"> <li>• Increase internal and external capacity for cross sector early childhood leadership. Ongoing, STAFF/BOD/CP</li> <li>• Increase focus on local data, outcomes and effectiveness measures. Ongoing, STAFF/BOD/CP</li> <li>• Establish alignment between the BCSD school system and all other early care, learning and development sectors (Babynet, EHS, SCFS 4K, PAT, Child Find, Pediatricians, Child Care Providers) ONGOING. STAFF/BOD/CP</li> <li>• Develop an intersectional plan to increase access to early care and education services by decreasing barriers for families. ONGOING. STAFF/BOD/CP</li> <li>• Develop an intersectional approach and commitment to early care and education advocacy. ONGOING/STAFF/BOD/CP</li> </ul>	<p><b>Ready Educators, Ready Schools</b></p>	<ol style="list-style-type: none"> <li>1) <i>Review and Report Quarterly Effectiveness Measures by program strategy</i></li> <li>2) <i>Annual Business Plans Quarterly Scorecards</i></li> <li>3) <i>Financial Reports</i></li> <li>4) <i>Case File Review of at least 25% of files each quarter</i></li> <li>5) <i>Quarterly Review of MOUS/Contractual Agreement Outcomes to ensure compliance</i></li> <li>6) <i>Performance Appraisals and quarterly goal review for all support positions</i></li> <li>7) <i>Consumer Participation Reports (completion rates and learning goals)</i></li> <li>8) <i>Annual Consumer satisfaction Surveys by Cohort/Strategy</i></li> <li>9) <i>Annual Community Partnership Feedback Survey</i></li> </ol>	<p>Actions:</p> <ol style="list-style-type: none"> <li>a) BCFS will establish the following <i>Professional Learning Communities and Cohorts</i> with Quality Enhancement and Coaching Supports that advance outcomes in young children by educating teachers: <ul style="list-style-type: none"> <li>• Approaches to Inquiry and Early Math (2017-19),</li> <li>• Early Reading (2019-2020)</li> <li>• Social Emotional Development/PBIS (2018-2020)</li> </ul> </li> <li>b) Maintain Local Team and Local Portal coordination and marketing to increase and expand the capacity for supporting partnerships, leveraging of resources in support of strategies and actions identified through planning. ONGOING/Staff</li> <li>c) Prospect and apply for sustainable funding to support short and long term implementation of strategic plan goals. Consider funding opportunities as a group where it is reasonable and possible. ONGOING/BOD, STAFF, CP</li> <li>d) Invite policy makers and business representatives to support and participate in local team and planning groups. 2019, STAFF/BOD/CP</li> <li>e) Develop a consensus decision making model for quarterly local team and education planning workgroups that guide decisions, goal setting, and</li> </ol>

			<p>evaluation and planning. 2018, STAFF/CP</p> <p>f) Advocate for sustainable and sufficient funding for increased supports, culturally appropriate interventions (PBIS) and therapies for families with children experiencing developmental delays and/or behavioral challenges. 2018-2020, STAFF/CP</p> <p>g) Increase access to community education programs that engage and support parents, primary caregivers and early learning professionals. 2019 STAFF/CP</p> <p>h) Modify BCFS organizational structure to ensure optimal usage of existing staff and resources. 2018 STAFF/BOD</p>
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## Local Portal

Berkeley will connect families of preschool children to services designed to strengthen families and promote optimal child development (State Priority: Core Function).

<b>Strategic Goal</b> In support of First Steps legislative goals and SC Profile of the Ready Kindergartner	<b>Objective</b> In support of State First Steps Priorities: 1) Increase access; 2) Build capacity; 3) Strengthen interagency accountability & collaboration	<b>Action Steps</b>	<b>Completion Deadline</b>
BCFS will provide ongoing EI&R services in upper and lower Berkeley County to ensure screening and support services are accessible in the county.	Partnership with Berkeley Prosperity Center to offer EI/R, EHS and other TA services for families and provides once per week Partnership with PASO's to expand serves too hard to reach Latino community	Accessibility and responsiveness to requests for assistance, including but not limited to a. Publicized hours of operation in a location accessible to the public, and the capability to receive and return messages (phone, text, email, etc.) in a timely manner. b. Maintain an up to date inventory of available programs and services for referring families. Staff trained on statewide resources and referral systems. c. BCFS Partnership staff and volunteers who provide these services shall possess the requisite knowledge of and relationships with providers in order to connect families. d. Participation in local/county/regional coalitions, committees etc. of child-serving agencies and organizations, e. Ensuring inclusion of BCFS programs and services in local/regional print or online resource directories (211, etc.). f. Data collection: in cases where the child/family is participating in one or more partnership strategies, the partnership shall enter into the First Steps Data System connections to community-based services and the outcome of those connections.	2017-2018

		TUW Data System, PASO's Apricot; BCSD Ready Schools	
Parent and Guardian Education: Strengthen families of young children ability to educate, protect and advocate.	CHW-through in-home visitations offering child development education, parenting education, and service referrals. Expand PAT/PASO programming models and staff.	PAT- Supporting Providers Model Pilot- 2017-18 PASO's CHW- begins- 2017 (hire, train establish Latino CHW in upper Berkeley County Identify, establish Doula to work with pregnant moms transitioning to PAT, EHS, PASO's  Provide parents and child care providers with more education on developmental milestones and IDEA/ADA rights.	2017-18
Increase marketing and outreach	Identify program/outreach responsibilities and time to be allocated each month. Expand staff responsibilities to include community outreach events and social media outreach (newsletter, FB)	Revise staff roles Train on Benefit bank and other community resources Develop formal MOU's and calendar of month outreach opportunities Establish newsletter or e-blast to increase social media presence Contract with publication professional to create new brochures and flyers	2018

## Community Education and Outreach

Berkeley County First Steps will increase understanding in the community of school readiness domains and assessment, and “what works” to help young children succeed, and will make information easily accessible in all communities and for all families. (State Priority: SCFS Strategic Plan)

<b>Strategic Goal</b> In support of First Steps legislative goals and SC Profile of the Ready Kindergartner	<b>Objective</b> In support of State First Steps Priorities: 1) Increase access; 2) Build capacity; 3) Strengthen interagency accountability & collaboration	<b>Action Steps</b>	<b>Completion Deadline</b>
Ensuring that the learning and care continuum from birth to third grade is aligned, allows for smooth and effective transitions, and reflects best practices.	Strengthen interagency Accountability and Collaboration.	a) Expand and educate business sector b) Strengthen relationships with legislators and policy makers c) Cultivate relationships with donors and foundations. d) Market, “tell the story” of our partnerships and impact. e) Identify a way of measuring outcomes/outputs as a community portal and local team	Ongoing

## Parents As Teachers

Description: Bridging the gap between research and practice has been a continuing challenge. As a society, we expect our children to complete high school career or college ready and we know that this necessitates solid math, literacy, science, and other cognitive skills, as well as the capacities to work well and communicate effectively with others, solve problems creatively, and complete tasks. We also know that fundamental foundations for learning are established at birth and children need to enter Kindergarten ready for school. Children that do not have the advantage of a solid early childhood foundation or support at home are likely to experience early disadvantages will continue as they progress through school and into their adult lives.

Currently, we have over 34, 000 students in our School District and have 5 Parent Educators employed to work with families and children. The demand for early childhood education programs continues to increase not only in response to the increasing demand for our community, but also in recognition of the critical importance of educational experiences during the early years.

Integration: Our program establishes ongoing collaborative relationships and partnerships with community organizations to facilitate access to community services that are responsive to children’s and families’ needs and family partnership goals as determined by the community assessment. We also actively promote coordinated systems of comprehensive early childhood services to low-income children and families with other partners in education or the community.

Collaboration: Early Head Start and Head Start - federally funded comprehensive programs that provide early childhood education, health, nutrition, and parent involvement services to low-income children and their families.

PASOs – supports the Latino communities with education, advocacy, and leadership development.

School District – collaborates with the community, to ignite in every student a passion for excellent knowledge and skills through dynamic instruction and personalized educational opportunities.

Trident United Way - addresses the issues that matter the most in people's lives -- education, financial stability and health.

<b>Strategic Goal</b> In support of First Steps legislative goals and SC Profile of the Ready Kindergartner	<b>Objective</b> In support of State First Steps Priorities: 1) Increase access; 2) Build capacity; 3) Strengthen interagency accountability & collaboration	<b>Action Steps</b>			<b>Completion Deadline</b>
Successfully implement PAT according to model standards, First Steps standards, and best practices for early childhood programs and services in order to serve 150 annually by 2020. Profile Benchmarks: Emotional and Social Development; Ready Families and Caregivers Increase participation, at an earlier point (i.e. before CDEEP entry) by children/families with high needs, including children and families who are	Serve the hardest to reach children and families first and providing them access to the highest quality services.	2017- Maintain 5 Full time Parent Educators	2018- Hire 5 Full time Parent Educators 1 Part time Parent Educator	2019- Hire 6 Full time Parent, 1 Bilingual Educators 2 Part time Parent Educators (1 Bilingual)	2017-2019

hard to reach, ELL, homeless, and disabled.			
Quality Education for Our Children: Serving as a leading advocate for the education and health needs of young children and the support needs of their families and teachers in Berkeley County.	Use valuation and assessment that provides information on improved program quality and improved child outcomes. Use formative data to improve parent practices in teaching early math and early literacy skills. Identify strategies to track children from our program through third grade to identify impact of program in relation to student achievement.	Examine, aggregate trend and report child outcomes data collected from PAT in BCSD Ready Schools. Ensure that data integration is used to inform policies, practices, instruction, services, and evaluation.	2018-2019

## Child Care Training

**Description:**

Current Programming-Monthly classes on Saturdays, with a combination of multi-session trainings that incorporate coaching, and stand-alone trainings

Multi-session trainings/coaching requires monthly participation October through June

Stand-alone trainings participation is at the discretion of the provider, with survey follow-up, and TA by FS, trainer, or partner agency (only if requested)

Vision 2020: Year-round web-based professional development opportunities provided at nominal cost to providers and teachers. Self-paced training modules from sources (McCormick Center for Early Childhood Leadership, Zero to Three, Ounce of Prevention Fund, Pyramid) that ensure that all content is grounded in DAP and evidence-based practices. Limited stand-alone trainings offered year-round that are coordinated with other LCP's and training institutions. Two to three training cohorts offered annually- STEAM, Administrative Leadership, Social-Emotional/PBIS and Literacy and Language Development.

Integration: Participants in the multi-session STEAM cohort, will also be involved with our Quality Enhancement Strategy and receive grant funding for supplies to build STEAM centers within their classes. They will also be engaged in coaching visits.

AIM for Excellence, Pyramid online Cohorts will participate in web-based community of practice and receive TA and Coaching visits monthly. For the stand-alone trainings, participants will complete a post-assessment questionnaire, and if TA is indicated, the FS office, or trainer will provide support – or will connect them with the most appropriate partner program (i.e. – ABC, Child Care Resource and Referral, Child Care Inclusion Collaborative, SC PITC, Head Start, 4K, Early Head Start).

Collaboration: CCCD, DSS, LCM, SCFS, EHS, BCSD, CCR&R, MCECL, Pyramid, South Carolina Infant Mental Health, CCCC

<b>Strategic Goal</b> In support of First Steps legislative goals and SC Profile of the Ready Kindergartner	<b>Objective</b> In support of State First Steps Priorities: 1) Increase access; 2) Build capacity; 3) Strengthen interagency accountability & collaboration	<b>Action Steps</b>	<b>Completion Deadline</b>
Successfully implement Child Care Training according to model standards, First Steps standards, and best practices for early childhood programs and services to serve 60 annually by 2020. Profile Benchmarks:	Increase Access: Integrate e-learning opportunities for providers and administrators via self-paced modules. Expand marketing and recruitment to professional development opportunities via online event registration.	Research content, cost, and get CCCC DSS approvals of new e-learning modules. Identify appropriate timeline and outcome measures for each PD cohort. Identify TA/Coaching supports and personnel for each cohort Create marketing copy/and vehicles for recruiting participants. Post PD opportunities via Eventbrite. Establish fee structure and method for collection of fees for each cohort. Contract with appropriate external TA providers.	Spring 2018-Fall 2018

		Research and establish web-based platform for hosting CoP and meetings with cohort (Go To Meeting)	
Childcare Excellence: Improving the quality of child care services in our community and improving and facilitating access to child care.	Build Capacity: Establish PD content that integrates new SC Infant Mental Health Framework, and SC Early Learning Standards and ABC Quality Standards. Establish vehicle for measuring CCT effectiveness that is based on learning objective and content.	Develop PD content for CCP's via known institutions (Palmetto Shared Services, Palmetto Child Care Connect, Zero-3, Ounce of Prevention Fund, MCECLC, Pyramid, SCIMH) Recruit/Contract with Certified TA/Coaches to provide ongoing in center supports to providers to extend learning and assist in direct application of learning.	Summer 2018-ongoing

## Quality Enhancement

Description: This new QE strategy will utilize and build on the work of DSS Licensing, ABC Quality, CCR&R, BCFS Child Care First Steps County Programs and PITC Programs, to assure Profile of Ready Kindergartener and Ready Caregiver benchmarks are met. The priorities identified in the plan are:

- County specific Quality Rating Systems: Plan and coordinate the development and implementation of a comprehensive cross-sector QRS designed to measure and support quality “improvement” across all settings.
- DSS Licensing: Support the revision and implementation of revisions to DSS Child Care Licensing Regulations
- Professional & Workforce Development: Support a well-educated, well-compensated workforce.
- Birth to Age 3: Monitor and integrate infant- toddler best practices throughout all early childhood systems, ensuring quality programming, access for professionals and families and coordination at state and local community levels.

<b>Strategic Goal</b>	<b>Objective</b>	<b>Action Steps</b>	<b>Completion Deadline</b>
In support of First Steps legislative goals and SC Profile of the Ready Kindergartner	In support of State First Steps Priorities: 1) Increase access; 2) Build capacity; 3) Strengthen interagency accountability & collaboration		
Successfully implement QE according to model standards, First Steps standards, and best practices for early childhood programs and services in order to serve 20 annually by 2020. Profile Benchmarks: Approaches to learning and Inquiry Emotional and Social Development Language/Numeracy	Build Capacity: Develop a well-educated workforce Train and support ECE workforce Retain and compensate a well-educated workforce	Establish Ready Child Teaching/Coaching Cohorts Create Professional Recognition Programs Develop and Educate Corporate community on wage parity and high quality Workforce to encourage investments	a)Cohorts: STEAM-2017-18 Pyramid/PBIS-2018-19 AIM For Excellence-2018-2019 Lang/Literacy 2020 b)Professional Recognition Program 2018 c)Ongoing Advocacy
Childcare Excellence: Improving the quality of child care services in our community and improving and facilitating access to child care.	Build Capacity: Approaches to Learning and Inquiry- STEAM Cohort- Begins in 2017 Emotional and Social Development- Pyramid Master Teacher/Coach Cohort-Begins in 2018 Directors Leadership Cohort/Aim for Excellence- Begins in 2018 Language and Literacy Development- BCFS will develop a Hug- A-Book Program to address Early Reading and Books Sharing Teaching Practices for Providers and families. 2019; Work with PASO's to expand CHW to	Establish evaluation and assessments that provides information on improved program quality and improved child outcomes.	2017-2020



	include Literacy Outreach		
Healthy Children: Enhancing the health of young children through nurse-family partnerships, early detection screenings, and referrals for young children with developmental needs.	Increase Access and Enhance Interagency Collaborations: Ongoing preventive health care -- including all appropriate well-child care, screenings and immunizations, and UNIVERSAL periodic developmental screening to determine whether children may be exhibiting developmental delays that warrant intervention services.	FAMILY CONNECTS- Help Cradle to Career establish; evaluate viability of housing FC in BCFS. Establish Doula Pilot braided with PAT/EHS Emotional and Social Development-Pyramid Master Teacher/Coach Cohort Develop evaluation and assessment methods that provide information on improved program quality and improved child outcomes.	2018-2019

## Early Head Start

**Description:** This strategy provides a comprehensive approach to early childhood services for the hardest to reach families. EHS is also evidence-based and provides a vehicle for addressing current the lack of high quality affordable child care and preventive health services. EHS provides data outcomes tracking that measures program effectiveness in more than one system of care.

**Integration:** EHS-CCP sites in Berkeley County access Education, Health, Disability and Nutrition Services through qualified staff hired by the State Office of First Steps. Family Support Services for these sites are provided by a Family Advocate hires through Berkeley County First Steps. EHS Staff, families and children have access to licensed Mental Health Professional who serves clients as a consultant.

**Collaboration:** MUSC Nursing Students- to provide Hearing and Vision Screening to EHS children in Berkeley County.

**Head Start-** Children aging out of the EHS program and transitioned to the Head Start program that served children 3-5 years.

**ABC Quality-** EHS centers through SCFS are required to have a quality rating. Education Team works with directors and teachers to improve quality rating.

**CACFP-** EHS centers through SCFS are required to participate in Food Program.

<b>Strategic Goal</b> In support of First Steps legislative goals and SC Profile of the Ready Kindergartner	<b>Objective</b> In support of State First Steps Priorities: 1) Increase access; 2) Build capacity; 3) Strengthen interagency accountability & collaboration	<b>Action Steps</b>	<b>Completion Deadline</b>
Successfully implement Early Head Start according to model standards, First Steps standards, and best practices for early childhood programs and services in order to serve 48 annually by 2020. Profile Benchmarks: Recruit more Early Head Start Child Care Partners	Address capacity and interest issues in current providers and consider a county wide quality and capacity building initiative that cultivates interest and commitment from current and new child care owners	1) Create Child Care Provider Mini Grants to build quality and capacity to implement EHS 2) Establish AIM for Excellence Directors Credential to increase leadership knowledge of successful high quality early care programs	2018-2019
Recruit, orient, retain well educated early care workforce	Increase Access; Build Capacity	1) Approaches to Learning and Inquiry- STEAM Cohort- Begins in 2017 Emotional and Social Development- 2) Pyramid Master Teacher/Coach Cohort-	2017-2018 2019