



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)



Profile of the Ready Kindergartner brochure

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)
 - Listening, Speaking and Understanding (8)
 - Early Reading (12)
 - Early Writing (4)
- 1E Mathematical Thinking (9)
 - Number Sense (5)
 - 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:
 - Can grow and develop in the absence of fear, stress, danger and hunger.
 - Have access to needed pediatric, dental and mental health resources.
 - Spend their days in nurturing, language-rich, and developmentally supportive environments (whether a loving home, a high-quality early education setting or both).
 - Are cared for by loving adults attentive to their physical, emotional and developmental needs.

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."



To Whom It May Concern:

Chesterfield County First Steps (CCFS) initiated its three-year strategic planning process in the fall of 2017 with the formation of a Strategic Planning Committee. This committee provided direction and support throughout the entire process. CCFS hired an experienced and highly regarded consultant to work with the committee and the executive director in designing and implementing a comprehensive planning procedure.

The group designed a needs and resources assessment structure that included a series of surveys, focus groups and interviews directly involving nearly one hundred civic leaders from the business, education and faith communities. The information and data collected in the assessment was presented to the board of directors at the annual planning retreat. Hours of board analysis and discussion refined the assessment conclusions. The Strategic Planning Committee then worked with the consultant and executive director to develop a three-year strategic and operational plan with goals, action steps and time lines.

The plan emphasizes three areas of development over the next three years – enhancing community awareness, increasing parent involvement and expanding services. All efforts are directed at enhanced delivery of comprehensive, high-quality early childhood services.

CCFS is most appreciative of the commitment of its Board of Directors, the invaluable assistance of our collaborating partners, the dedication of our many volunteers and the willingness of those we serve to put children first.

The Chesterfield County First Steps 2020 Strategic Plan was approved by the Executive Board of Directors on February 24, 2018.

Respectfully,

Karen Martini

Karen Martini
Executive Director

Vision, Mission, and Values

Source: *Guiding Principles and Best Practices for South Carolina Nonprofits, 4th 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:

Chesterfield County First Steps Vision Statement
Every child in Chesterfield County will enter school prepared for success.

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:

Chesterfield County First Steps Mission Statement
Our mission is to ensure opportunities for young children and their families in Chesterfield County so that every child enters school healthy and ready to learn.

VALUES

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

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:

Chesterfield County First Steps Core Values

1. The years of early childhood are a critical window of development during which much of crucial brain connections are formed.
2. Readiness to learn includes physical, mental, social, emotional, economic, and developmental well-being.
3. We support the role of the families as the child's first and best teacher.
4. Community participation is essential to our success.
5. Collaborative partnerships are vital to supporting families and caregivers effectively.
6. First Steps and the community are mutually accountable for the success of all children.
7. Services must be high-quality, grounded in strong evidence, and adaptable to meet the unique needs of children and families.

STRATEGIC GOALS

Strategic goals set the direction for how the organization intends to implement its mission and address the needs of its focus population(s) for the duration of the plan.

#	Chesterfield County First Steps Strategic Goals, 2018-2020	FS Legislative Goal(s) Addressed (abbreviate as Goal 1, 2, etc.)	Profile of the Ready Kindergarten Benchmark(s) Addressed (abbreviate as 1A, 2B, etc.)
1	To build a dependable, sustainable and diversified funding stream to support First Steps activities	1-5	4A
2	To engage more parents in early childhood education efforts.	1	2A, 2C, 2D & 2F
3	Expand services to include areas of need not currently addressed by First Steps.	1,2,3,4	
4	To improve the overall capacity of the board, staff, volunteers and partners to carry out the mission of Chesterfield County First Steps	1-5	All

Chesterfield 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).

Local Portal			
Chesterfield First Steps will connect families of preschool children to services designed to strengthen families and promote optimal child development (State Priority: Core Function).			
Objective	In Support of Partnership Strategic Goal(s) (abbreviate as 1, 2, etc.)	Success Metrics	Action Items
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	1-4	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)
CCFS will further develop Blessing Resource Center’s functions as a local portal to increase access to child and family services and enhance collaborative opportunities.	1-4	<ul style="list-style-type: none"> • Increased number of parents/care givers and children involved in programs. • Expanded operations to all parts of the County 	Continue development of current collaborations to enable CCFS to better serve all geographic areas of the County.

Community Education and Outreach

Chesterfield 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;">Objective</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 & collaboration</p>	<p style="text-align: center;">In Support of Partnership Strategic Goal(s) (abbreviate as 1, 2, etc.)</p>	<p style="text-align: center;">Success Metrics</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;">Action Items</p> <p>Major activities to be initiated in support of the objective (to be operationalized by staff and partners)</p>
<p>Increase outreach efforts within local communities to educate about the value of early childhood education and the services and programs available through First Steps.</p>	<p style="text-align: center;">2</p>	<p>-Increased number of parents/care givers and children involved in programs. -Increased number of parents/care givers receiving information on early childhood education.</p>	<ul style="list-style-type: none"> ▪ Increased First Steps participation in community events. ▪ Increased number of events where information is provided. ▪ Outreach plan developed to target where (list of places) and how often materials will be distributed. ▪ Increased amount of material distributed. ▪ Distribute the Ready Kindergartener brochure.
<p>Increase the number of partnerships developed with the faith community and other stakeholders to share information about the value of early childhood education and First Steps programs.</p>	<p style="text-align: center;">2</p>	<ul style="list-style-type: none"> ▪ Increased number of partnerships developed. ▪ Increased educational opportunities with partners to expand understanding of programs and services. ▪ Increased number of information shared with parents by partners. 	<ul style="list-style-type: none"> ▪ Convene pastors from across the County, from all denominations ▪ Host another business/early childhood education summit ▪ Enhance contacts with other agencies serving children and families
<p>Develop digital marketing efforts</p>	<p style="text-align: center;">1-3</p>	<p>Increased number of hits on the website. Increased number of followers on social media.</p>	<ul style="list-style-type: none"> ▪ Create website. ▪ Committee to work with staff in developing Instagram and other social media efforts.

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

Chesterfield 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;">Objective</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 & collaboration</p>	<p style="text-align: center;">In Support of Partnership Strategic Goal(s) (abbreviate as 1, 2, etc.)</p>	<p style="text-align: center;">Success Metrics</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;">Action Items</p> <p>Major activities to be initiated in support of the objective (to be operationalized by staff and partners)</p>
<p>Partnership will collaborate with other local agencies or organizations in their communities to secure grants to address specific community needs.</p>	<p style="text-align: center;">1</p>	<ul style="list-style-type: none"> ▪ Number of grant applications ▪ Number of grants awarded 	<ul style="list-style-type: none"> ▪ Increase child care options in county ▪ Share resources related to grant opportunities ▪ Continue current partnerships
<p>Increase outreach efforts within local communities to educate about the value of early childhood education and the services and programs available through First Steps.</p>	<p style="text-align: center;">1-3</p>	<p>Track action efforts</p>	<ul style="list-style-type: none"> ▪ Increase First Steps participation in community events. ▪ Increase number of events where information is provided. ▪ Outreach plan developed to target where (list of places) and how often materials will be distributed ▪ Plan Week of the Young Child Event(s)

Incredible Years

Description: The Incredible Years® is a series of 14 week interlocking, evidence-based group sessions for parents, supported by over 30 years of research. The goal is to prevent and treat young children's behavior problems and promote their social, emotional, and academic competence.

Integration: This in-house strategy is integrated as much as possible with our Backpack and BRC programs as well as BabyNet for referral purposes and inclusion in the broader early childhood system for comprehensive service delivery.

Collaboration: Local schools and Head Start

<p style="text-align: center;">Objective</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 & collaboration</p>	<p style="text-align: center;">In Support of Partnership Strategic Goal(s) (abbreviate as 1, 2, etc.)</p>	<p style="text-align: center;">Success Metrics</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;">Action Items</p> <p>Major activities to be initiated in support of the objective (to be operationalized by staff and partners)</p>
<p>Increase the number of families with risk factors such as low income, teen parents or domestic violence that learn parenting strategies designed to increase desired behaviors in children by using attention and rewards, clear communication, effective discipline, problem-solving and limit-setting.</p>	<p style="text-align: center;">2 & 3</p>	<p>Participation tracking (attendance sheets) -Number in Program -Number of Group Meetings -Number in Attendance</p>	<ul style="list-style-type: none"> ▪ Further develop CCFS referral network ▪ Enhance evaluation process at the end of each program year to assess family/parent involvement ▪ Expand community partnerships such as working more closely with Head Start and other early child development services
<p>Assess and remove barriers to client participation and retention.</p>	<p style="text-align: center;">2 & 3</p>	<p>Greater participation</p>	<ul style="list-style-type: none"> ▪ Allowing parents to bring children to group sessions. ▪ Offering the sessions at the school for convenience and scheduling the sessions around the start of the school day or where the sessions ends at the time of dismissal.

Child Nutrition – Blessings in a Backpack

Description: Blessings in a Backpack is a weekend nutrition program that provides nutritious, easy to prepare food for the sixty 4K students and other hunger insecure children at Petersburg Primary. Each week during the school year, volunteers will pack backpacks with food for the children to ensure that their nutritional needs can be met over the weekends.

Integration: Parents of children enrolled in this strategy are encouraged to participate in CCFS’ Incredible Years program. Also other opportunities for the children are provided such as Sam’s Feet (a shoe give-away program).

Collaboration: Petersburg Primary School, **Volunteers from 5 Churches:** First Baptist Church, First Presbyterian Church, High Point Baptist Church, Providence Baptist Church, Wolf Pond Baptist. New this fiscal year: Zion United Methodist;

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<p>Address other health needs and educational needs of the 4K children served by increasing the number of materials/ information in the bags – especially for the 4K to include readiness pointers, nutritional information etc.</p>	<p style="text-align: center;">1 & 3</p>	<p>Parent survey or focus group</p>	<ul style="list-style-type: none"> ▪ Develop material list and information for distribution. ▪ Consult with other backpack programs ▪ Check with school to determine children’s needs. ▪ Work with the evaluator to assess the impact of the information and materials distributed. ▪ Develop collaborating partners for the materials and information.
<p>Develop the capacity to increase funding support.</p>	<p style="text-align: center;">1</p>	<p>Private and grant donations tracking</p>	<ul style="list-style-type: none"> ▪ Annual fundraising plan created and approved by the Board each year. ▪ A written case for support created and available to all Board & staff. ▪ Fund development support material creation. ▪ Training provided on effective fundraising activities for board and staff. ▪ 100% of board members involved in fundraising activities. ▪ 100% of board members provide individual financial support. ▪ Fundraising plan activities implemented each year. ▪ Potential new sources of funding explored and identified quarterly for each local community.

Blessings Resource Center

Description: Blessings Resource Center (BRC) is a community partnership to strengthen families.

Integration: This strategy increases CCFS access to our focus population for referral to parenting, 4K programs and other services.

Collaboration: See Annual Report

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<p>CCFS will further develop Blessing Resource Center’s functions as a local portal to increase access to child and family services and enhance collaborative opportunities.</p>	<p style="text-align: center;">3</p>	<ul style="list-style-type: none"> • Increased number of parents/care givers and children involved in programs. • Expanded operations to all parts of the County 	<p>Continue development of current collaborations to enable CCFS to better serve all geographic areas of the County.</p>

Dolly Parton's Imagination Library

Description: Dolly Parton's Imagination Library offers an opportunity for preschool children in the community to have their own library of books that will encourage in them a love of reading and learning.

Integration: Priority given to NFP newborns and Blessings Resource Center families. All low-income with risk factors.

Collaboration: Nurse Family Partnership assist their clients in enrolling and provides instruction on the importance of reading from birth to the child.

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<p>Increase the number of children served per year to 40 by the end of 2020 by increasing resources needed to provide the program.</p>	<p style="text-align: center;">1-4</p>	<p>Data system tracking of numbers served</p>	<ul style="list-style-type: none"> ▪ <i>Annual fundraising plan created and approved by the Board each year.</i> ▪ <i>A written case for support created and available to all Board & staff.</i> ▪ <i>Fund development support material created.</i> ▪ <i>Training provided on effective fundraising activities for board and staff.</i> ▪ <i>100% of board members involved in fundraising activities.</i> ▪ <i>100% of board members provide individual financial support.</i>