



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."



February 12, 2018

To our Partners and Families we serve in York County:

York County First Steps continues to seek new partnerships, methods, and programs to be more effective in providing early interventions for the preschool children in our communities. Research continues to inform our thinking and strategies as we learn more about early brain development and the impact of Adverse Childhood Events in an at risk child's life. One of the steps we took in recent weeks is to assess where we are in our mission to be the resident expert on early interventions in York County and how can we improve in an intentional strategic way over the next three years. The Comprehensive Plan that follows is our assessment and plan for the next several years, building off our strengths, improving where we may need to improve and expanding where demand continues to grow.

We are very blessed to have close collaborations with the School Districts in York County as well as many partner agencies that work diligently to work together to serve the families in our community that need guidance. The spirit of collaboration is a hallmark of our community and transcends typical "go it alone" philosophies that can be present in the non-profit community. To achieve the goals we have set forth, it will require support from our partners, outside funders, State Agencies, and our Partnership Board Members and Staff. The York County First Steps Staff and Board Members are committed to passionate execution of our Comprehensive Plan as we forge ahead in serving the children in our community that each child will be successful in school and in reaching their life's full potential.

David W. Lisk, Sr.

David W. Lisk, Sr.
Executive Director

Carol Mann

Carol Mann
Board Chair

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.

- The partnership board adopts the SC First Steps Vision 2020 vision statement for its 2018-2020 Strategic Plan

SC First Steps Vision 2020 Vision Statement
Every South Carolina child will be prepared for success in school.

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:

York County First Steps Mission Statement
The Mission of the York County First Steps Partnership Board is to assist children, birth to six, and their families by supporting collaborative efforts that ensure all children are prepared to succeed in school.

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:

York County First Steps Vision 2020 Core Values

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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.

#	York County First Steps Strategic Goals, 2018-2020	FS Legislative Goal(s) Addressed <small>(abbreviate as Goal 1, 2, etc.)</small>	Profile of the Ready Kindergartner Benchmark(s) Addressed <small>(abbreviate as 1A, 2B, etc.)</small>
1	Coordinate efforts to profile all 4K Programs offered in York County and provide parents and 4K Providers the coordination and tools to reach more children by casting a wider net within the County.	1 2 5	2E 3A 3B 3F 4A
2	Transition from current Quality Enhancement Program to Quality Counts.	3	3
3	Continue to expand our Nurse-Family Partnership Program to reach more at risk first time mothers and their children.	4	4A 4B

York 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			
York County 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 Evidence for demonstrating progress, or achievement, of this objective (assessments, surveys, evaluations, focus groups, or other documentation)	Action Items Major activities to be initiated in support of the objective (to be operationalized by staff and partners)
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			
After our office is relocated within the Family Resource Center, we will integrate and communicate with our sister service provides and reach out to our target community clients.	1, 2, 3	Monitor opportunities to gauge how well key service provider and potential clients are aware of YCFS and what we provide through surveys.	<ul style="list-style-type: none"> ▪ Provide updated information to highlight new location and partner agencies to our partners and target community leaders regarding our interventions.
Promote that YCFS strives to be the resident expert in early childhood interventions.	1, 2, 3	Monitor early education forums and activities within the County to insure that YCFS is represented.	<ul style="list-style-type: none"> ▪ Update YCFS website to continue to position us as the resident expert for York County. ▪ Be strategic in developing alliances with educational leaders and early childhood advocates to maintain our position “at the table” for early childhood issues.

Community Education and Outreach

York 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;">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>Gain insights to gauge how well the community is aware of the interventions that we provide. Most specifically, we need to target the families we could serve and the partners that may provide a referral to us.</p>	<p style="text-align: center;">1, 2, 3</p>	<p>We plan to utilize surveys before and after events where we are present</p>	<ul style="list-style-type: none"> ▪ Develop a suitable survey to gauge public awareness of YCFS and our services. ▪ Continue attending community events to publicize new location and interventions. ▪ Continue communicating with sister service providers and referral partners where we are and what we provide to our at risk children.

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

York 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;">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>Develop a County wide survey of the 4K options available to families to include options for pay, sliding scales and part time programs, and public options, examples SD's and HeadStart. A parental guide to choosing an appropriate 4K Program for their child will be developed and disseminated within the County.</p>	<p style="text-align: center;">1</p>	<p>Achievement of action items will demonstrate objective completion</p>	<ul style="list-style-type: none"> ▪ Publication of a 4K Program Profile List ▪ Development of a Parental Guide to assist parents with choosing a 4K Program for their child. ▪ Hosting a meeting of 4K Providers to discuss how to collaboratively reach more families in need of 4K services.

PARENTS AS TEACHERS

Description: The PAT Model is a nationally recognized intervention with many years of study. We collaborate with the 3 school districts to extend their numbers and provide at least 2 home visits per month, lasting at least an hour long. Assessments are provided and referrals made to assist the families being served establish as stable a home environment as possible.

Integration: Our PAT Program integrates with our NFP Program and our Teenage Childcare Voucher Program.

Collaboration: The York SD #1, Clover SD #2, and the Rock Hill SD #3 are key partners that deliver the services to our clients.

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<p>Maintain current level of families served, 45 families, through the strategic plan period.</p>	<p style="text-align: center;">1, 2, 3</p>	<p>Yearly PAT Program Evaluations</p>	<ul style="list-style-type: none"> ▪ Continue to integrate Teen Childcare Vouchers with PAT within School Districts ▪ Collaborate with NFP families as needed

Quality Enhancement

Description: YCFS provides technical assistance to childcare providers with at least two technical visits per month for two to two and half hours per visit. We commit to serving the center for between 1-3 years and along with the technical assistance, training, and Directors' training, we provide grant funds to upgrade a classroom per year. We encourage each center to seek higher ABC Rating and we assess each center based on the Environmental Rating Scale.

Integration: This Program is integrated with our Childcare Training and Professional Development Strategy and helps inform our training topics during the year. We also work to integrate with CCR&R, CTK, PAT, and NFP as applicable. We also integrate with EHS and 4K Programs where available, York SD #1 and Rock Hill SD #3.

Collaboration: As we consider new QE partners, we review ABC and CCR&R input in making our appeals for centers to apply for our assistance. We do not typically have a shortage of interest in centers applying to receive our assistance. If a center in York County, whether a QE center now or previously, is struggling in an area of ABC Compliance, we do offer assistance as needed.

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<p>Transition from our current QE model of technical assistance to the Quality Counts Model piloted in Spartanburg County First Steps. This model will provide a more robust strategy for helping our childcare providers achieve a philosophy of continuous quality improvement for their program.</p>	<p>2</p>	<p>Acceptance and support of our childcare provider network of partners to develop a culture of continuous improvement.</p>	<ul style="list-style-type: none"> ▪ Receive training in the Quality Counts Program and Implementation ▪ Identify key program partners to facilitate implementation and growth goals. ▪ Adapt Program Guidelines and Promotion to effectively execute our transition from our current QE Program to Quality Counts.
<p>Rehire an Early Learning Specialist to increase the number of centers we can provide technical assistance.</p>	<p>2</p>	<p>Hire of a suitable candidate for the position to provide TA to our childcare partners.</p>	<ul style="list-style-type: none"> ▪ Increase in funding either through increased grants, State Allocations and/or our NFP Program being funded fully by the State of SC.

Child Care Training

Description: YCFS provides certified training in all topic areas to our QE Centers, Centers that serve our at risk preschool children population and then to our broader network of Childcare Providers in York and surrounding counties. Training sessions can be from 1.5 hours to 5 hours, the Conference is 5 hours of training. Follow up includes surveys and for QE Centers, technical assistance visits in the classroom.

Integration: Our primary integration is through our Quality Enhancement Program. As part of the QE Program, Training needs are discussed and developed as part of the assessments and then offered throughout the year.

Collaboration: York Technical College, Winthrop University, BabyNet, Local Consultants for training and the York and Rock Hill School Districts, for topics, presenters and sessions. Kaplan and Lakeshore for Classroom items and for Training Presenters

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<p>Continue to evolve our dual track training options at our Annual Conference and through our stand-alone training sessions throughout the year.</p>	<p style="text-align: center;">2</p>	<p>Continued support and growth for our training and Conference Programs offered.</p>	<ul style="list-style-type: none"> ▪ Seek innovative speakers to provide more in depth training in early interventions and early brain development.

Nurse-Family Partnership

Description: NFP is one of the gold standards for evidenced based early childhood interventions. The program is a home visitation model that begins prior to the 6th month of pregnancy and continues until the child is 2 years old. Primary goals include insuring a full term delivery, proper preparation for a safe and nurturing home after birth and placing the family on the path toward self-sufficiency.

Integration: Our NFP Program is integrated with our PAT and Teenage Voucher Program as needed. If the mother is a Teen Mother still in school, they may receive a Voucher for high quality daycare to stay in school. If the family is in such need both PAT and NFP can provide home visitation services. In most cases, NFP will take the lead role and look to transition to PAT as the child reaches 2 years old.

Collaboration: We work with several healthcare partners to insure the mothers are receiving prenatal care and the child receives needed pediatric care. We also collaborate with local service providers to meet other family needs such as DSS for WIC, Pilgrim’s Inn for shelter, and York Tech and the School Districts for educational needs for the mother.

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<p>Seek and secure additional funds for the NFP Program to add capacity, initially for 1-2 additional Home Visitation Nurses. This will add an additional 50 at risk first time mothers to be served.</p>	<p style="text-align: center;">3</p>	<p>Once we secure sufficient funds to add HV nurses, we will receive an approval from the NFP National Office</p>	<ul style="list-style-type: none"> ▪ Secure funds from several of the following Grants or Foundations, JWL, FFTC, Sisters of Charity, MIECHV. ▪ Post and Hire appropriate Home Visitation Nurse to fill expansion spots.
<p>Expand the NFP Program to full capacity of 8 Home Visitation Nurses to fully serve Chester, Lancaster, and York County by the end of this Strategic Planning Period.</p>	<p style="text-align: center;">3</p>	<p>This will require an additional 4-5 HV Nurses over the earlier objective.</p>	<ul style="list-style-type: none"> ▪ Secure sufficient funding to access the NFP Incentive Funds at a 2:1 match, currently need an additional \$125,000 to reach. ▪ Seek Grants and Donations to fund additional hiring of nurses to add capacity when availability is reached.