



## Strategic Plan 2021-2023

Mission	To improve the well-being of each and every child and family in Vermont by using evidence to inform policy and bringing voices together to discuss critical challenges and problem solve.		
Vision	Vermont’s Early Childhood system is an integrated continuum of comprehensive, high quality services, resources, and supports that is equitable and accessible and will improve outcomes for each and every child in the prenatal period to age eight and their family.		
Core Principles	Collaborative, Strengths-based, Objective and Data Informed		
Goals	1. Advise the Governor, Administration and the General Assembly using the most up-to-date, high quality information and data on child and family well-being and the early childhood (EC) system.	2. Strengthen and align the BBF network infrastructure to meet requirements under Title 33, Chapter 46.	3. Strengthen and maintain BBF’s organizational effectiveness
Strategies	A. Solidify BBF’s role as the go-to trusted source for EC data and policy work	A. Ensure high quality, inclusive and effective convening	A. Increase the BBF organization’s fiscal stability
	B. Apply an equity lens in data collection and analysis	B. Apply an equity lens in convening and decision making	B. Improve BBF organization’s accountability and reporting systems
	C. Improve systems that monitor data informed policy advisement	C. Strengthen accountability structures within the BBF network and as the expert on early childhood systems	C. Operationalize BBF’s values and actions to drive accountability and organizational integrity to self, team, network and stakeholders
		D. Build alignment across the layers of the BBF network	

## **BBF's Role in Vermont's Early Childhood System**

BBF serves as Vermont's Early Childhood State Advisory Council, the mechanism used to advise the Governor and legislature on the status of children in the prenatal period through age eight and their families. *BBF's mission is to improve the well-being of children and families in Vermont by using evidence to inform policy and bringing voices together across sectors and within regions to discuss critical challenges and problem-solve.* BBF maintains the vision and strategic plan for Vermont's Early Childhood system. BBF has a multi-tiered infrastructure consisting of 12 Regional Councils, the State Advisory Council (SAC), and committees that move the Vermont Early Childhood Action Plan (VECAP) forward. BBF informs this infrastructure by identifying and presenting the most up-to-date high-quality data through Vermont's Early Childhood Resource, Data, and Policy Center, the VECAP Data Dashboard, and the State of Vermont's Young Children and Families report. BBF's regional and statewide infrastructure allows them to have a presence in every corner of the state and in all communities. This network allows for the communication and escalation of barriers, and challenges and recommendations from both regions and from the State Advisory Council to policy makers. As decisions are made, the BBF infrastructure facilitates changes to the Early Childhood system to improve the lives of children and families across the state.

## **History of BBF & Vermont Early Childhood Action Plan**

BBF is Vermont's early childhood public-private partnership charged under [Title 33 Chapter 46](#) by Vermont's Legislature in 2010 and 2014. The Building Bright Futures Early Childhood State Advisory Council (SAC) first convened in 2005 under an Executive Order and eventually was established in statute in 2010 and designated as "the State Advisory Council on Early Childhood Education and Care for children from birth to school entry" in accord with Section 642B of the federal [Improving Head Start for School Readiness Act](#) of 2007. In October 2013, the Governor presented Vermont's Early Childhood Framework: Our Commitment to Realizing the Promise of Every Vermont Child at the Governor's Early Childhood Summit and it contained six goals. In March 2014, Vermont's Early Childhood Action Plan (ECAP), a companion document to Vermont's Early Childhood Framework, was published. The Early Childhood Action Plan provides that BBF SAC in collaboration with the Governor's Office, the Agency of Human Services, and Agency of Education are responsible for coordinating, monitoring, and reporting on progress made toward achieving the framework's six goals. The strategic plan was updated in 2020, merging the Vision and Strategic Plan into one document now titled, the [Vermont Early Childhood Action Plan \(VECAP\)](#), which is now monitored through a data dashboard through [Vermont's Early Childhood Resource, Data, and Policy Center](#), developed and hosted by BBF.

## **About this Strategic Plan**

Building Bright Futures develops a dynamic strategic plan every two years in compliance with their State allocation administered by the Child Development Division. The following are the goals, objectives, activities and performance indicators for the period of July 1, 2021 through June 30, 2023. **The Strategic Plan was presented and approved by the State Advisory Council on July 6, 2021.**

## Goal 1: Data-informed Policy Advisement

Advise the Governor, Administration and the General Assembly using the most up-to-date, high quality information and data on child and family well-being and the Early Childhood (EC) system.

### A. Solidify BBF's role as the go-to trusted source for EC data and policy work

- Maintain, strengthen, and promote the use of Vermont's Early Childhood Resource, Data, and Policy Center as a key mechanism for data-driven early childhood policy development (i.e. data gaps; key indicators and data dashboards; key network, partner and national publications; resources, and policy recommendations)
- Continually update and improve the quality of the annual State of Vermont's Young Children and Families report
- Development of policy and/or data briefs
- Maintain the VECAP data dashboard to consistently monitor progress on goals and indicators
- Promote the use of existing data/products to build recommendations and inform policy development
- Support the SAC in developing, publishing, and promoting recommendations that consider data and corresponding priorities informed by the BBF network

### B. Apply an equity lens in data collection and analysis

- Data collection, compilation, analysis, and communication are conducted in a transparent process to promote accountability across stakeholders
- Reiterate the importance of Regional Councils as key mechanisms to gather EC data and information quickly from every corner of the state
- Maintain an awareness of ways data is collected, analyzed, interpreted and distributed to consider the ways that data can reinforce stereotypes, exacerbate problems like racial bias, or otherwise undermine social justice

### C. Improve systems that monitor data informed policy advisement

- Develop data governance and identification of data gaps
- Continually monitor and elevate the needs, priorities, challenges, and gaps in the EC system through quantitative and qualitative data collection.
- Build statewide research and data capacity through academic partnerships
- Promote the use of existing data/products to build recommendations, inform policy development, testify, grant-write, etc.
- Improve statewide data literacy
- Model how to lead with data (i.e. at council/committee meetings, in testimony, in gathering information from diverse sources)

### Goal 1 Performance Measures

- ❑ Produce and deliver the State of Vermont's Young Children and Families Report & recommendations
- ❑ # of times BBF is called to testify in the General Assembly and/or provides consultation to legislators, legislative committees, the Governor's Office, and/or the Administration
- ❑ Enhance and monitor the Vermont Early Childhood Resource, Data & Policy Center
- ❑ Identification of annual priorities (regionally and statewide)
- ❑ Ensure diverse stakeholder participation throughout the BBF Network: # of data gathering efforts, # of regions, # of parents, # of sectors

## Goal 2: BBF Network Development

Strengthen and align the BBF network infrastructure to meet requirements under Title 33, Chapter 46.

### A. Ensure high quality, inclusive and effective convening

- Build and maintain the robust infrastructure necessary to engage EC system stakeholders at all levels (SAC, VECAP Committees, Regional Councils) and to be flexible and adapt to needs of stakeholders grounded in the BBF mission, vision, and mandates
  - build the capacity and skill of staff and committee leadership to provide high quality facilitation
- Convene stakeholders within Vermont's EC community to foster collaboration, share best practices, solicit input, and develop system efficiencies on complex social and systemic problems impacting young children and families
- Provide consistent and effective communication to the BBF network and opportunities for each layer of the network to connect between and among themselves (i.e. SAC, VECAP Committees, Regional Councils)
  - Frequent communication to the field about VECAP updates, progress, and challenges executing objectives and strategies at all levels
- Ensure productivity of workgroups and committees through regular evaluation
  - Create mechanism to redesign or sunset groups based on need and productivity
  - Reinvigorate EC investment committee
- Invest in relationships and use a restorative and evaluative process to debrief when conflicts occur, at the end of projects and to strengthen/repair relationships.

### B. Apply an equity lens in convening and decision making

- Create a culture that fosters investigation of dominant structures and paradigms that traditionally inform inequitable policies, decision making, and priority setting
- Empower and elevate families - as leaders and partners - at all levels of the BBF network and greater EC system
- Ensure diverse representation of stakeholders at each and every level of the BBF network, including BIPOC and historically marginalized populations

### C. Strengthen accountability structures within the BBF network and as the expert on early childhood systems

- Improve documentation on the use, actions and performance of the BBF network.
  - Documentation of the ways BBF executes the duties & powers under Title 33 Chapter 46
- Building alignment, buy-in and shared accountability with the Governor's office, agency partners, community partners, families, and the entire BBF infrastructure
  - Improve how SAC recommendations are used by the Governor, Legislature, and Administration
- Improve understanding and utilization of the BBF network
  - Clarify roles, expectations and desired outcomes for Regional Councils, VECAP committee and the SAC
  - Explore strategies to promote BBF and strengthen name and brand

- Communicate about the network's worth and value as part of the EC system
- D. Build alignment across the layers of the BBF network**
- Consistently review data to monitor goals, objectives, strategies, and outcomes
- Provide a mechanism to learn from our past experience: innovations, challenges, failures and successes across the network and broader stakeholders to inform future actions and priorities
- Build alignment and buy-in by maintaining the shared vision and the strategic plan (VECAP) for Vermont's EC system and support progress toward VECAP goals through support of committees, committee leaders, and utilization of the VECAP dashboard. Convene an annual VECAP summit to facilitate these activities.
- Utilize and improve the VECAP Implementation Cycle to ensure regular monitoring of progress, priority setting, and development of policy recommendations.
  - Promote use of data at regional and VECAP levels of the network to inform this process

Goal 2 Performance Measures

- % of SAC meetings that meet a quorum
- Maintain and monitor Vermont's Early Childhood Action Plan (VECAP) as the shared vision
- # of parent representatives actively engaged in BBF network
- # of VECAP meetings where EC data was used to ground discussions/decisions/policy
- Diversity in statewide participation across BBF Network

## Goal 3: Organizational and Fiscal Sustainability

Strengthen and maintain BBF's organizational effectiveness

### A. Increase the BBF organization's fiscal stability through diversification of funding sources (state, federal, and philanthropic revenues)

- Build organizational capacity for grant writing
  - Create an annual development strategy with a cycle for grant writing and identification of funding opportunities
  - Develop and maintain relationships with small and large funders for long term partnerships
- Develop and improve organizational processes for monitoring and projecting finances
- Revitalize EC Investment Committee to both serve as BBF sustainability team as well as EC system sustainability

### B. Improve BBF organization's accountability and reporting systems

- Implement the goals, objectives, activities, and outcomes as defined in the BBF SAC Strategic Plan.
- Conduct an annual stakeholder survey to evaluate and improve the organization's effectiveness.
- Maintain organizational operating practices including, but not limited to, accurate documentation, grant management and reporting, personnel management; financial management; program standards, and evaluation.
- Develop a mechanism to communicate about BBF's impact
  - Meet and exceed grant expectations and produce high quality grant reports
  - Produce an annual report and/or executive summary capturing BBF's impact
- Use data and existing systems to inform BBF communications
  - Conduct annual stakeholder survey to inform BBF processes
  - Streamline documentation of activities and outcomes

### C. Operationalize BBF's values and actions to drive accountability and organizational integrity to self, team and network and stakeholders

- Increase or maintain appropriate transparency of finances, programs and partners
- Clarify roles and decision making across the BBF network including documentation and evaluation
- Provide leadership, training, support and accountability to execute an equity lens throughout the organization's activities

#### Goal 3 Performance Measures

- Implement the strategic plan
- Conduct an annual stakeholder survey
- Conduct an annual audit

## Full List of Performance Measures

- Produce and deliver the State of Vermont's Young Children and Families Report & recommendations\*
- # of times BBF is called to testify in the General Assembly and/or provides consultation to legislators, legislative committees, the Governor's Office, and/or the Administration\*
- Enhance and monitor the Vermont Early Childhood Resource, Data & Policy Center\*
- Identification of annual priorities (regionally and statewide)
- Ensure diverse stakeholder participation throughout the BBF Network: # of data gathering efforts, # of regions, # of parents, # of sectors\*
- % of SAC meetings that meet a quorum\*
- Maintain and monitor Vermont's Early Childhood Action Plan (VECAP) as the shared vision
- # of VECAP meetings where EC data was used to ground discussions/decisions/policy
- Implement the strategic plan
- Conduct an annual stakeholder survey\*
- Conduct an annual audit

\*indicates performance measure reported to State of Vermont Child Development Division per grant scope of work 2021-2022

### Building Bright Futures Core Principles

- **Collaborative** – Recognizing that no one individual, organization, or approach is going to solve the complex problems facing children and families. We must work together and relentlessly pursue relationships and partnerships, both internally and externally, that will move our work forward.
- **Strengths-based** - Focusing our time, attention, and work on what we, our partners, and our system do well, and how we could do it even better, in support of children and families. Working collectively to identify and understand strengths, opportunities, and aspirations for the future, rather than focusing on problems to be solved.
- **Objective** - Actively maintaining an objective, neutral role in convening partners, and bringing them back to our shared goals for children and families.
- **Data-Informed** - Our collaborative work and the state and regional level must lead to improved outcomes, services, and experiences for Vermont's children and families. We continually reflect on how to measure and assess this impact and improve our work.