



Building Bright Futures

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Building Bright Futures | Strategic Plan FY18

WHO WE ARE

Building Bright Futures (BBF) is Vermont's early childhood public-private partnership established by law to monitor the state's early care, health and education systems and to advise the Administration and legislature on policy and systems improvements. BBF operates at the state and local level to convene stakeholders and community members with a common goal of meeting the diverse needs of all Vermont children and families.

WHAT WE DO

BBF serves as the backbone organization to the early childhood system as a vehicle for collective impact to guide vision and strategy, convene early childhood stakeholders, support aligned activities, establish shared measurement practices, build community engagement, and advance policy. BBF provides a statewide infrastructure and resources to provide capacity to sustain and bring to scale long term systemic change and impact in the community.

WORK AT THE STATE AND REGIONAL LEVEL

State Advisory Council (SAC)

Established by Act 104 in 2010, the State Advisory Council (SAC) is the governor-appointed council on early care, health and education. It serves to advise the governor and Legislature on the needs of Vermont's children ages 0-8 years old, and how programs and services can be strengthened to meet those needs effectively and efficiently. More information at: www.buildingbrightfutures.org/governance/state-advisory-council-members

Regional Councils

BBF has 12 regional councils across the state that consist of a diverse array of representatives from local school districts; law enforcement and criminal justice; business; early care, education and health programs; elected officials; and concerned citizens. Regional councils identify gaps in local programs and services that support children and families in their communities. They advise the SAC and committees on necessary policy changes to strengthen the local systems of care, health and education and create community engagement opportunities to foster positive change for young children. More information at: www.buildingbrightfutures.org/about/councils/regional

Building Bright Futures statewide network:

Addison Building Bright Futures, **Bennington** Building Bright Futures, **Caledonia and Southern Essex** Building Bright Futures, **Central Vermont** Building Bright Futures, **Chittenden** Building Bright Futures, **Franklin Grand Isle** Building Bright Futures, **Lamoille Valley** Building Bright Futures, **Northern Windsor and Orange** Building Bright Futures, **Orleans and Northern Essex** Building Bright Futures, **Rutland** Building Bright Futures, **Southeast Vermont** Building Bright Futures and **Springfield Area** Building Bright Futures

MAJOR INITIATIVES

Vermont Insights

Vermont Insights, a program of Building Bright Futures and a partner with the Vermont State Data Center at the University of Vermont Center for Rural Studies, is a new online interactive website that allows users to find and use data about the well-being of Vermont's children, families and communities. The aim of Vermont Insights is to help leaders, policymakers, families and communities make informed policy and program decisions through the availability of relevant data. www.vermontinsights.org

How Are Vermont's Young Children & Families? Report

This annual report provides a data-based assessment of the well-being young children and their families in Vermont. It is intended to be a useful tool for policy makers, community leaders, service providers, parents and caregivers, educators, and other community members interested in ensuring a safe, healthy, and prosperous future for Vermont.

Vermont's Early Childhood Framework & Action Plan

The Early Childhood Framework is a document created in 2013 outlining Vermont's commitment to preparing its youngest citizens for future success. The Action Plan is an addendum that charts a course of action for achieving the Framework's six goals:

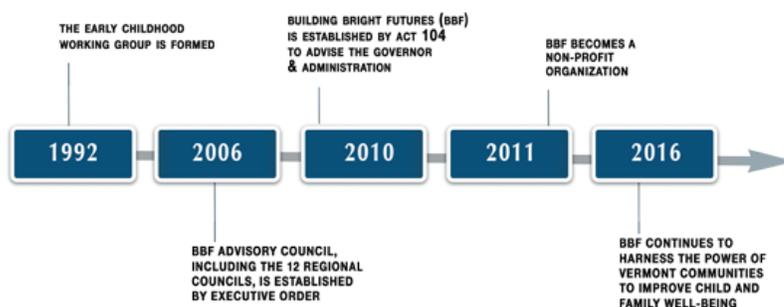
- Goal 1: A Healthy Start for All Children
- Goal 2: Families and Communities Play a Leading Role
- Goal 3: High-Quality Opportunities for All Children
- Goal 4: Invest Now for Our Future
- Goal 5: Know We're Making a Difference
- Goal 6: An Innovative and Connected System

Early Childhood Action Plan Committees

Council members and at-large community members participate in working committees that take a more focused look at different elements of the state's early childhood system. They examine statewide trends to identify challenges within the system and make recommendations on necessary policy changes to address them. BBF's four committees include:

1. Early Childhood Interagency Coordination Team
2. Investing for Children's Future
3. Early Childhood Wellness Committee
4. Professional Preparation & Development Committee
5. Data and Evaluation Committee
6. Early Learning & Development Committee

BUILDING BRIGHT FUTURES TIMELINE



State Advisory Council – ACT 104 Powers & Duties Mapping

Act 104 Powers and Duties	Building Bright Futures Work
<p>Advise the administration on and general assembly on the status of the early care, health, education services and system that supports them and report to the governor and legislature on the councils finding and recommendations (1, 16)</p>	<ul style="list-style-type: none"> • How Are Vermont’s Young Children & Families Report • SAC Policy Recommendations • Other
<p>Select key indicators to be tracked in early childhood and identify priority strategies to improve outcomes. Monitor overall system performance by tracking, reporting and analyzing the data on the well-being of young children and the performance of the system of care related to the council’s commitment to children and selected indicators. Ensure that children 0-8 are represented in data systems (2, 13, 14, 15)</p>	<ul style="list-style-type: none"> • Vermont Insights & Team • How are Vermont’s Young Children & Families Report • Regional Action Plans • Early Childhood Action Plan
<p>Develop an early care, health and education system plan for Vermont to serve as the basis for policy and funding recommendations (3)</p>	<ul style="list-style-type: none"> • Early Childhood Action Plan • BBF Strategic Plan
<p>Review & formulate recommendations for amendments or revisions to policies, rules or regulations that may impede the ability to address state and local priorities and the ability to ensure system effectiveness (4)</p>	<ul style="list-style-type: none"> • SAC work
<p>Work with state secretaries to ensure coordination of existing budgets and policies and budgets that affect the care, health and education of young children, and coordinate and integrate the development of an early childhood budget (5, 7)</p>	<ul style="list-style-type: none"> • SAC work • Early Childhood Budget (FY18 or FY19)
<p>Identify and reduce duplication of services and administrative approval processes, and improve coordination across agencies (6)</p>	<ul style="list-style-type: none"> • SAC work • Regional Councils
<p>Support the regional councils in their effort to coordinate and implement services in accordance with priorities in the system and regional plans (8)</p>	<ul style="list-style-type: none"> • Regional Coordinators network • SAC & Regional Council process & procedures
<p>Contract with state agencies and departments to deliver services as agreed upon (9)</p>	<ul style="list-style-type: none"> • BBF collaborative partnership and projects
<p>Pursue and accept funding from diverse sources to enhance the early care, health and education system. Disburse funds raised through fund development (10/11)</p>	<ul style="list-style-type: none"> • Grant Funding
<p>Convene members of the child care community, medical community, education community, and other organizations, as well as state agencies serving young children, to ensure that families receive quality services in the most efficient and cost-effective manner (12)</p>	<ul style="list-style-type: none"> • Regional Councils • SAC

A YEAR IN REVIEW | STRATEGIC PRIORITIES & SUCCESSES OF FY17

BBF Key Leadership Strategies FY17	Successes
<p>1. Budget To implement a phased FY17 budget to make sound budgetary recommendations for the organization, that are fiscally responsible, and support core infrastructure to keep BBF a vibrant, healthy and valued organization</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Implemented FY17 Phased Budget with projected year-end figures estimated to be \$50,000 - \$60,000 net revenue <input type="checkbox"/> Executed staffing infrastructure changes <input type="checkbox"/> Managed expenses and overhead reducing budget by _____ <input type="checkbox"/> Moved BBF offices to a more cost effective and professional and collaborative office space <input type="checkbox"/> Partnered with Let's Grow Kids to collaborate on communications for BBF from July 2017 – January 2018 <input type="checkbox"/> Completed a successful FY17 Audit with no material findings
<p>2. To develop a strategic plan, assessment and vision in collaboration with the State Advisory Council, key partners and staff to support a sustainable organizational and financial model for the statewide Regional Coordinators & Councils</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Developed a plan and vision in collaboration with the Regional Coordinators, Regional Councils & Leadership & other stakeholders <ul style="list-style-type: none"> o Hosted 2 Regional Council Leadership Meetings <input type="checkbox"/> Developed Piloted & Implemented 2 Models of Regional Coordination <ul style="list-style-type: none"> o 1 Regional Coordinator supporting 2 Regions <ul style="list-style-type: none"> ▪ Central Vermont/Lamoille Addison/Rutland Northern Windsor Orange/Springfield ▪ Addison/Rutland ▪ Northern Windsor Orange/Springfield o Shared Position – 50/50 <ul style="list-style-type: none"> ▪ Franklin Grand Isle <input type="checkbox"/> Reduced Regional Coordination budget by:
<p>3. To develop a strategic plan, assessment and recommendations in collaboration with the State Advisory Council key partners and staff to support a sustainable organizational and financial model for the Early Childhood Action Plan</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Established a ECAP Leadership Committee of Co-Chairs, meets monthly <input type="checkbox"/> Conducted a statewide inquiry and assessment with key stakeholders around the strategic needs of the ECAP, developed key priorities and actions to advance the ECAP <input type="checkbox"/> Obtained funding to hire an ECAP Strategic Consultant to move forward with strategic advancements and actions <input type="checkbox"/> Increased BBF State Grant to fund a 32 hour week ECAP Coordinator <input type="checkbox"/> Launching ECAP 2.0 in July 2017 with a front facing RBA dashboard
<p>4. To develop a strategic business plan and model to support the continued implementation and sustainability of Vermont Insights</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Developed and implemented a significantly reduced budget for VI and maintained functionality and user engagement <input type="checkbox"/> Developed, presented and began the process of implementing a strategic Business Plan for VI
<p>5. To support and empower the State Advisory Council to be an active Advisory Board and</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Engaged State Advisory Council Members to refine and define its role within the framework of ACT 104

to strengthen and align the work at the state and local level

- Focused on meeting planning and facilitation, and implemented an annual calendar with focused priority topic areas
 - Increased SAC Member attendance and engagement
 - Substance Use & Opiate Task Force
- Advanced the SAC's visibility, credibility and role as advisory to Governor and Legislature
 - BBF hosted its first Legislative Breakfast in December 2017
 - Successfully launched How Are Vermont's Young Children & Families Report with a successful media campaign & press conference
 - Provided testimony on HAVYCF Report as well as ACT 166
- Developed a set of core principles, procedures and processes binding the work of the State Advisory Council and Regional Councils
- Established the BBF Finance Committee
- Established the BBF Nominating Committee

Objectives and Strategic Priorities for FY18

1. Budgetary & Fiscal

- a. Work with the Executive Committee and Finance Committee to develop a 5 Year strategic financial plan that will ensure fiscal stability and success beyond the sunset of Race to the Top ELC Grant Funds
 - i. Develop a plan/strategy to increase BBF's base budget
 - ii. Identify new revenue sources and opportunities
 - iii. Develop a plan for fundraising
 - iv. Develop a plan for outreach and engagement with Regional Planning Commissions, Select Boards, etc.

2. State Advisory Council | Mission, Vision, Goals

- a. Work with the State Advisory Council to develop a plan to continue to execute the duties and powers as charge in ACT 104
- b. Refine priority setting, focus topic areas and the work of the SAC aligned with ACT 104
- c. Work with key partners to more clearly align strategic vision and roles:
 - i. Permanent Fund/LGK/VB5
 - ii. Alliance
- d. Develop and cultivate the credibility and role of BBF as a thought leader on Early Childhood issues and priorities

3. Regional Councils & Coordination

- a. Continued work to refine and implement cost effective and efficient models of Regional Coordination
- b. Work strategically with Regional Councils, Regional Councils Leaders and Coordinators to:
 - i. Implement the principles, processes and procedures that link and bind the work of the State Advisory Council and Regional Councils
 - ii. Develop trusting and valued added relationships and cultivate a sense of shared vision and work together
 - iii. Develop and further clarify the role of the coordinators and scope of focus of their work to balance working on regional initiatives and supporting statewide implementation with strategic partners
 - iv. Support the Regional Councils to:
 1. Expand the diversity community representation at council meetings
 - a. Business, Health Care, Education

2. Develop annual priorities to move specific regional work forward

4. Early Childhood Action Plan

- a. Launch the new ECAP Implementation Plan & Cycle
- b. Operationalize the link and relationship between the State Advisory Council and the ECAP Committee's
- c. Launch the RBA Dashboard for the ECAP
- d. Establish the Family & Communities Committee
- e. Utilize the ECAP Implementation cycle and structure to develop and drive policy recommendations to be included in the HAVYCF Report

5. Vermont Insights

- a. Build on and continue to develop the Vermont Insights Business plan by:
 - i. Building the customer and investor base, identifying other revenue streams and opportunities
 - ii. Conducting stakeholder and user needs and priorities
 - iii. Defining the foundational purpose, need and value of Vermont Insights
- b. Functionality
 - i. Build the array of reports and data available
 - ii. Elevate the presence and use of Vermont Insights statewide
- c. Sell, sell, sell

6. Organizational Impact & Accountability

- a. Clearly define and develop accountability metrics, results and performance measures for BBF as an organization using an RBA framework to demonstrate impact at the state and community level
 - i. What would be missing if this organization disappeared
- b. Produce and an annual report highlighting the impact and work of BBF statewide
- c. Develop and facilitate a statewide process to received feedback around BBF's work at the state and regional level

Principles, Policies and Procedures

Building Bright Futures State and Regional Council Network

Principles

The BBF statewide network, made up of members of the state and regional councils, is committed to a collective impact approach to meeting the needs of young children and families in Vermont. This means we share common goals and a common agenda to support young children and families, as captured in the Early Childhood Action Plan and regional action plans. We are committed to collaborating and aligning our work in new ways, valuing diverse voices, and engaging in a collective process for setting priorities and making decisions. All state and regional council members see one another as colleagues and recognize the different expertise each member brings to the network. We recognize the importance of setting priorities and taking action at both the state and regional level and have adopted the policies and procedures below to ensure a strong and dynamic connection between and among our state and regional councils.

When this collaboration is working well:

- Regions feel supported in addressing local priorities;
- Regional voice is central to statewide priority setting and recommendations;
- Councils are aware of, learn from, and build off one another's work;
- All councils continue to diversify membership to bring new voices, particularly family and community voices, to the table;
- State and regional action plans are dynamic documents that drive state and regional action;
- As a network we use data in priority setting, measure the impact of our council work, and celebrate one another's successes;
- Council members feel connected to and valued by one another and BBF staff.

Policies and Procedures

Annual Priority Setting Process

- A. Each Regional Council will set annual priorities guided by their action plan and available regional data.
- B. Statewide priorities will be determined annually as part of the Early Childhood Action Plan implementation cycle. This will involve reviewing available data, gathering advanced input from the State Advisory Council, Regional Councils, and Action Plan Committees, and then determining priorities at a summit attended by membership of all those groups. Finalized annual priorities will be approved by the SAC.
- C. BBF Action Plan Committees will be overseeing work on annual statewide Action Plan priorities. State and regional council members are encouraged to engage in BBF Action Plan Committees if they wish to.
- D. The SAC will gather regional input in drafting their annual recommendations to the administration/legislature.

Agenda Development

- A. Council agendas should be driven by annual priorities, as well as time-sensitive issues that may arise throughout the year. As part of this process, or in the event of an emerging critical issue, regional

councils may wish to bring a topic to the attention of the SAC, or the SAC may wish bring a topic to the attention of the Regional Councils.

- For example, a regional council may request that the SAC discuss a topic that requires statewide strategy and response
 - The SAC may wish to gather regional input on a particular statewide issue.
- B. If a regional council decides to propose a topic for the SAC to consider, the Regional Coordinator will share that request with Executive Director, Deputy Director and other Regional Coordinators. This will help determine whether the topic has emerged as a critical issue in more than one region. The Executive Director will then work with the SAC Executive Committee to figure out how best to move forward with topic (timeline, venue/structure for discussion, etc.).
- C. If the SAC decides to propose a topic for regional discussion, the Executive Director and Deputy Director will work with the Regional Council Coordinators to figure out how best to move forward with the request (timeline, method for gathering region input, etc.).
- D. Councils are also encouraged to invite other members of the council network (SAC members, specific regional council members) to attend and participate in council meetings. BBF staff can help facilitate these requests if helpful.

Connections/Communications

- A. All members of the BBF statewide council network will be invited to attend the Annual Action Plan priority setting summit each year
- B. Regional Council leadership/steering committee members will convene every six months along with SAC Executive Committee members
- C. Individual council members can use the BBF statewide network to connect outside of council meetings. For example, a member of the SAC could work with the Executive Director and Deputy Director to pose a question to the regional coordinators, or gather information about what is going on in the field. Likewise, a regional council member could work with their Regional Coordinator to get connected with a member of the SAC or another regional council to pose a question or gather information. In support of this type of connection, the BBF Regional Coordinator Team has a standing monthly call with state agency representatives who serve on the SAC to discuss topical issues.
- D. Every other month, following the SAC meeting, a recap of SAC meetings and regional council activity will be shared via email with all members of the statewide network.
- E. BBF will create an annual calendar for all network members