

Strategic Plan 2023 – 2026 (Board Adopted 2.6.2023)

We begin with commitment. What do we commit to achieving by 2027?

2022 – 2027 Commitments

Edward Street

- is diverse, equitable, inclusive, and belonging in staff and board, and policies, and challenges change in the system.
- supports local leaders and families with lived experience, ensuring they have a seat at the table.
- has a robust and clear succession plan for board and staff.
- supports early education and care providers and families in social, emotional, and developmental needs of children.
- is no longer reliant on the endowment for operations.
- has sustained stakeholder buy in from the city, schools, and businesses.
- has increased accessibility to high quality care and eliminated childcare deserts.
- has an adequate supply of well trained and well compensated child care educators.
- has sustained streams of investment in early education and care.

To achieve this vision, Edward Street proposes fives strategic goals to organize and propel its work.

1. Empower community voices.
2. Advance high quality early learning environments.
3. Support a thriving workforce of valued, well-compensated professionals.
4. Develop succession and sustainability strategies.
5. Increase and align investment in early childhood.

Strategy Notes/Framing Statements:

Leadership changes – exodus is real with implications: more points of contact, takes longer

Historic investment in the field (little H)

Recovery from the pandemic is 3-5 years to make up our ground

Educator pipeline is broken.

State’s report “EEC Economic Review Commission” – their commitment to moving it forward

Strategies

(1) Empower Community Voices

Success in Three Years	Measure	Activity Year One
<ol style="list-style-type: none"> 1. Amplify Central MA stakeholder voices – families, educators – to local, state and federal level by leveraging existing mechanisms and programs. <ul style="list-style-type: none"> ▪ Local leaders and stakeholders have frequent audience with legislators. ▪ Stakeholders (parents, caretakers, educators) have a seat and voice on boards, committees, and cabinets. 2. Local businesses advocate for EEC. <ul style="list-style-type: none"> ▪ Several business champions identified & activated. ▪ Top local business leaders belong to the MA Business Coalition on ECE. 3. The needs of parents and families are seen as urgent, high priority and important. <ul style="list-style-type: none"> ▪ Local parents in Worcester programs voice their needs to employers frequently and consistently. ▪ Advance mechanisms that elevate family voice & participation. 	<ul style="list-style-type: none"> ▪ Twice a month ▪ 3 champions ▪ 35% business leaders 	<ul style="list-style-type: none"> ▪ Design & host Worcester Program Visit for Senators Lewis, Kennedy, Rep Madaro (?). ▪ Host EEC Board listening session in Worcester. ▪ Nominate at least two local parents to SFC Advocacy Network cohort (fellowship program) annually. ▪ Identify & support application of parents/ece educators/leaders to LW, local board positions, city committees. ▪ We have a seat on MA Funders Collaborative at Community Advisory Council ▪ Identify top 25 business to participate in the Business Roundtable ▪ Grow Central Mass businesses on Mass Business Coalition for Early Childhood Education by 5 ▪ Explore creation of local Parent Council (modeled after CT model) ▪ Encourage educator and parent testimony at EEC Board meetings (Monthly) ▪ Provide parents with our fact sheets/ talking points

(2) Advance High-Quality Early Learning Environments

Success in Three Years	Measure	Activity Year One
<ol style="list-style-type: none"> 1. ES is at local & state table advocating for policies, practices, measurement & adequate funding to support high quality early learning environments for young children & families. 2. EEC’s credentialing system aligned with NAEYC quality standards and equity commitments. 3. EC classrooms staffed for quality. <ul style="list-style-type: none"> ▪ 3 teachers in each classroom ▪ All classrooms have a BA/AA degreed teacher in ECE 4. ES drives increased accessibility. 5. Develop high quality early education & care professionals. <ul style="list-style-type: none"> ▪ Increased high-quality training, responsiveness, education and compensation for ece teachers. ▪ Scholarships available to support early educators in higher education goals. ▪ Apprenticeship programs include supportive services during and follow-on support as exit program. ▪ Grow Master Teacher Program by 2 coaches to support program quality. 	<ul style="list-style-type: none"> ▪ XX <p>Increased # of zip codes with childcare center</p>	<ul style="list-style-type: none"> ▪ Work with MADCA – increase investment in quality ▪ Defining what quality looks like – and continuous quality improvement – QRIS is gone – so what now? ▪ Accreditation...QRIS...Higher ED (affordable access to credentialing and degrees. ▪ X ▪ NAEYC Accreditation support – coaches ▪ Even within programs; reopening classrooms ▪ Research scholarship needs with local IHE to promote high quality ece educator development. ▪ Target apprenticeship graduates for scholarships ▪ Apprenticeships – mentor supports; transition to college and scholarship opportunities

<p>6. Families are actively engaged in high quality learning experiences at home.</p> <ul style="list-style-type: none"> ▪ Families are actively engaged in high quality learning experiences at home. ▪ Day of Play Family Festival annually attracts 7,000 families. ▪ DOP Newsletter reach & use grows 10%/year. <ul style="list-style-type: none"> ▪ Ready4K is used across community by families with young children. 	<ul style="list-style-type: none"> ▪ DOP attendance increase 500/yr <ul style="list-style-type: none"> ▪ 5,000 children enrolled by parents 	<ul style="list-style-type: none"> ▪ Determine true cost of DOP; research ▪ Day of Play is fiscally self-sustaining in 3 years ▪ Annual festival continues with broad attraction... ▪ DOP intern secured <ul style="list-style-type: none"> ▪ Multi-yr grant funding secured for July 2023 ▪ Open registration to more schools/programs ▪ Consider community sign up for families of newborns
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(3) Support a Thriving Workforce of Valued, Well Compensated Professionals

Success in Three Years	Measure	Activity Year One
<ol style="list-style-type: none"> 1. Teachers are paid a livable wage (BA \$30/hr.). 2. EEC provider reimbursement rate at 75% market rate. 3. 50% EEC Economic Review Commission Report recommendations implemented/underway. 4. Worcester County has robust EC educator pipeline. <ul style="list-style-type: none"> ▪ QCC-WSU Leadership Certificate program active & producing 10-12 graduates annually. ▪ Project Flourish Apprenticeship program thriving – hosts 3 cohorts of 25 annually. 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ ES understands economics of fully funding compensation and where funds come from now...future. ▪ Develop clear talking points on compensation, cost, and funding streams. ▪ Active in MA Funder’s Collaborative Compensation Subcommittee. ▪ Advocate for C3/Foundational Funding to continue. ▪ Advocate Common Start legislation passes with educator compensation components. ▪ Advocate for annual COLA from EEC. ▪ TBD ▪ Explore need to ES scholarship to support leadership coursework. ▪ Financial compensation for Mentors secured.

(4) Develop Succession and Sustainability Strategies

Success in Three Years	Measure	Activity Year One
<p>1. A succession plan for board leadership and staff is in place.</p>	<ul style="list-style-type: none"> • CEO succession plan by Fall 2023 	<ul style="list-style-type: none"> • Succession plan for CEO created. • Review BOD by laws, research common board practices & propose modifications/amendments for succession. • Design template to create succession plans for each position.
<p>2. Increase family participation in Board – 30% of BOD have young children in their life (0-10 years).</p>	<ul style="list-style-type: none"> • Increase BOD membership by 2 parents 	<ul style="list-style-type: none"> • 4 BOD candidates have young children: of 15 members, 30% = 5. • BOD has current lived experience with young children.
<p>3. The budget deficit (aka reliance on endowment) is reduced by \$60K.</p>	<ul style="list-style-type: none"> ▪ FY24 budget deficit under \$100K 	<ul style="list-style-type: none"> • Reduce budget deficit by \$20K (Y1).
<p>4. Edward Street has a clear, explicit, and active commitment to DEIB.</p>		<ul style="list-style-type: none"> • Hiring practices & Board recruitment actively support broad attraction to a diverse pool of candidates. • Solidify DEIB statement, policy review, integrate into strategies and internal systems.
<p>5. ES board members engage with WPS/School Committee/City Council members regularly.</p>	<ul style="list-style-type: none"> ▪ 2x/year 	<ul style="list-style-type: none"> • BOD members connect with city leadership via events, meetings, calls to share ES updates and needs/opportunities for early childhood and early education

Budget deficit targets: under \$100,000 (1 yr), \$80K (2 yrs), 60K (3 yrs), 40K (4 yrs), 20K (5 yrs)

(5) Increase and Align Investment in Early Childhood

Success in Three Years	Measure	Activity Year One
<p>1. Leadership position in Early Childhood at highest municipal and state levels.</p> <ul style="list-style-type: none"> ▪ Created “chief” early childhood position at city level ▪ Moving toward a Cabinet position or Czar at state level in 5 years 	<ul style="list-style-type: none"> ▪ TBD 	<ul style="list-style-type: none"> ▪ TBD
<p>2. Influence of ES on City Government has measurably increased.</p>	<ul style="list-style-type: none"> ▪ ES staff on Mayor’s Governance Council 	<ul style="list-style-type: none"> ▪ TBD
<p>3. Business demonstrates fiscal commitment to early childhood.</p> <ul style="list-style-type: none"> ▪ Local lenders declare their investment in early childhood. ▪ All top local businesses’ leadership have committed investment (financially). 	<ul style="list-style-type: none"> ▪ TBD 	<ul style="list-style-type: none"> • Collaborate with Worcester Chamber to host Children’s Breakfast • ES leverages 140th Anniversary for engagement
<p>4. EEC is a public good.</p>	<ul style="list-style-type: none"> ▪ TBD 	<ul style="list-style-type: none"> • Common Start-related legislation passed.
<p>5. Higher Ed Coalition implements B-8 certification/degree track.</p>	<ul style="list-style-type: none"> ▪ IHE invest in degree programs for early childhood 	<ul style="list-style-type: none"> ▪ TBD