

Programs: Early Childhood Education



Current Reality: WCCA currently provides HS, EHS, EHS-CCP, NC Pre-K and wrap around services that impact over 700 children in Henderson, Transylvania, Polk and Rutherford Counties annually. Demand for quality, affordable childcare programs will continue to increase, as will competition from other providers. The operational challenges for the immediate future include staffing, credentialing, site availability, growing population of children with disabilities including challenging behaviors, regulatory compliance and maintaining a high level of customer satisfaction in service delivery. The Children’s Services Department has undergone a recent restructure of staff and functions that has the department poised for future program growth and expansion.

ECE Goal #1 – Expand early childhood education and care opportunities			
Expected Outcomes	Lead	Strategies for 2020-2022	How/When will we measure success?
<ul style="list-style-type: none"> WCCA will have a better understanding of community needs and be able to predict with greater confidence future growth in its market 	Linda, Board, and community members	<ol style="list-style-type: none"> Hire a business development/project coordinator and create a committee made up of outside professionals, staff and board members to evaluate new and existing service opportunities for recommendation to the Board Develop a business development plan for early childhood education The plan should contain analysis on current market, prospective markets, community infrastructure, financial impact and need for childcare services in each of the counties contiguous to our current market area Identify and foster strategic partnerships within the current and prospective communities Look for niche service and funding opportunities (homeless, foster care, opioid, private pay) Look for opportunities to participate in community boards focused on advancing early childhood learning 	<p>By 2022 the Committee will have assessed current markets, McDowell, Macon, Haywood and Jackson Counties</p> <p>By 2023 WCCA will be actively pursuing at least two new niche service opportunities in the market area</p> <p>By 2023 WCCA will be able to name three new strategic partners</p>

Current reality: WCCA has a strong reputation for its high quality early childhood education programs. The climate surrounding public funds continues to evolve with an emphasis on data, accountability and results. Agencies are being required to report the impact of data-driven decision making with a focus on continuous quality improvement. With its current staff and data gathering capacity, WCCA can be a leader among its peers in the area of continuous quality improvement.

ECE Goal #2 – Improve the quality of early childhood education and care			
Expected Outcomes	Lead	Strategies for 2020-2022	How/When will we measure success?
<ul style="list-style-type: none"> The WCCA Board will be able to confidently articulate the purpose and promise of Early Childhood Education 	CS Mgmt. Team	<ol style="list-style-type: none"> The Board will receive training and coaching on the differences between daycare and early childhood education to understand the high-quality programs that WCCA offers 	By 2023 Board members will report an increased understanding of CS issues as measured through the Board self-evaluation tool
<ul style="list-style-type: none"> WCCA CS Mgmt. team, Board and Policy Council will use recommendations from its Community Assessment and areas of weakness from the annual self-assessment to enhance current services 	CEO, CS Director, CFO, Facilities Director, CS Mgmt Team	<ol style="list-style-type: none"> Create an Action Plan that encapsulates the CA recommendations/noted self-assessment weaknesses, responsible person(s), and steps to be taken Develop a quarterly reporting matrix for progress towards goals 	By 2021 provide quarterly reports to policy council and board
<ul style="list-style-type: none"> WCCA parents will be more active partners in their children's education 	Center staff, Family Services Mgr. & FSM Coordinator, and Policy Council	<ol style="list-style-type: none"> Provide education for parents on the learning goals and outcomes of WCCA's Early Childhood Education program Develop a plan to engage families to strengthen and empower their commitment to the programs (policy council, parent committees at each site, volunteering) 	<p>By 2022 parent representatives attend at least 75% of Policy Council meetings.</p> <p>By 2023 WCCA will have 15% more parent volunteers in the classroom.</p>
<ul style="list-style-type: none"> Children's Services will be known for its culture of continuous improvement by promoting the professional achievements and advocacy efforts of staff 	CS Dir., HS/NC Pre-K Mgr., EHS Mgr., CCP Coord., Program Support Service Mgr.	<ol style="list-style-type: none"> Raise the educational levels of teaching staff Staff actively take part in community meetings/task forces related to early childhood education Lead Advocacy efforts at a local, state and federal level, including funding efforts 	<p>By 2022 15% of EHS or HS teaching staff will be working to obtain a two or four year degree</p> <p>By 2023 20% of NC Pre-K teachers will come from current WCCA workforce</p> <p>By 2023 each CS Mgmt. team member will serve on at least one Early Childhood initiative</p>

ECE Goal #2 (Cont.) – Improve the quality of early childhood education and care

Expected Outcomes	Lead	Strategies for 2020-2022	How/When will we measure success?
<p>WCCA will be known for its continuous quality improvement and exceptional brand of services</p>	<p>CS Management Team, Family Services Coord.</p>	<ol style="list-style-type: none"> 1. Identify new activities to enhance program quality (reading programs, gardening activities, after school care, increased hours, and private pay). Identified projects and status of each will be presented to Policy Council and Board 2. Implement curriculum to fidelity across all classrooms 3. Establish uniform Outdoor Learning Environments for all sites 4. Provide real time attendance analysis for each classroom to be used by teachers, FSWs and others for promoting 100% school attendance to families 5. Provide families ongoing education and set training opportunities on medical, dental and mental health access including community resources 6. Finalize and communicate the comprehensive plan for enhanced services for children with disabilities 7. Apply Trauma informed practices across the continuum of agency services 8. Train all agency staff and guide the implementation of trauma informed practices throughout the organization. 	<p>Ongoing</p> <p>By 2023 all WCCA teachers will be teaching to curriculum fidelity standards</p> <p>By 2022 all WCCA sites will have planned and designed OLEs with staff trained in child utilization and alignment to curriculum.</p> <p>By 2023 classroom attendance will increase to 85% or better</p> <p>By 2023 96% of children will have an established medical home</p> <p>By 2021 share and train staff /CCP on responses and action steps/plans in working with children with disabilities</p> <p>By 2021 hire/train a specialized home visitor for better transitioning children to classrooms</p> <p>By 2025 all staff will be trained and implementing trauma informed practices in their work</p>