



Strategic Plan 2023-2028

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 8 and their family.	
Core Principles	Collaborative, Advancing Equity, Elevating Family and Community Voice, Flexible, Problem-Solving, Neutral Convener, and Data-Informed	
Goals	1. Network- and Data-Informed Policy Advisement	2. Organizational and Fiscal Sustainability
Strategies	1A. Maintain and utilize data and policy products and mechanisms for advisement.	2A. Maintain the organization’s fiscal stability through diverse funding sources (state, federal, and philanthropic revenues).
	1B. Utilize the BBF Network and gather stakeholder feedback to maximize engagement and promote data-driven decision- and policymaking.	2B. Utilize the BBF Network and gather stakeholder feedback to maximize engagement and promote data-driven decision- and policymaking.

Goal 1: Network-Informed and Data-informed Policy Advisement

Using data and stakeholder input and expertise to advise the Governor, Administration, General Assembly, and Federal Delegation

A. Maintain and utilize data and policy products and mechanisms for advisement.

- Maintain, strengthen, and promote the use of Vermont's Early Childhood Data and Policy Center as a nonpartisan, independent source of data, research, and publications
- Publish a report annually on the State of Vermont's Children
- Develop and implement Vermont's early childhood data development agenda
- Build alignment and buy-in by maintaining the shared vision and the strategic plan, and utilize Vermont's Early Childhood Action Plan (VECAP) to ensure regular monitoring of progress and priority setting
- Develop annual Policy Recommendations with input from across the BBF Network through a range of activities, including Regional Council priority setting, the Regional Council Summit, and the VECAP Summit, among others
- Use data and stakeholder input in developing legislative testimony and advising the Governor, Administration, and Federal Delegation

B. Utilize the BBF Network and gather stakeholder feedback to maximize engagement and promote data-driven decision- and policymaking.

- Utilize the BBF Network (including public, private, legislative, and family partners) through Regional Councils, VECAP Committees, and the State Advisory Council to discuss statewide challenges and inform decision-making
- Utilize the 12 Regional Councils to foster collaboration, share best practices, solicit input, and integrate systems related to complex social and systemic problems impacting young children and families
- Develop a plan to improve diverse and inclusive stakeholder representation, including elevating family and community voice and identifying strategies to hear from and engage traditionally underrepresented stakeholders

Goal 2: Organizational and Fiscal Sustainability

Strengthen and maintain BBF's organizational effectiveness

- A. Maintain the organization's fiscal stability through diverse funding sources (state, federal, and philanthropic revenues).**
 - Continue to build and maintain a portfolio of private philanthropic, state, and federal funding sources
 - Maintain organizational capacity for grant writing
 - Utilize and refine organizational processes for monitoring and projecting finances
 - Communicate BBF's impact through established reporting and communications
 - Maintain appropriate transparency of finances, programs, and partners organization-wide
- B. Invest in BBF's human resources, infrastructure, professional development, and retention.**
 - Maintain appropriate staffing levels to fulfill BBF's mandated and grant-funded roles. Support staff and partners in navigating changes to staffing
 - Execute an equity lens throughout the organization's activities and support staff with continuous learning
 - Develop and maintain Human Resources tools to ensure equitable compensation and sufficient and holistic staff benefits to ensure BBF's organizational effectiveness and staff wellness
 - Promote BBF's value of collaboration while balancing transparency and workflow
 - Provide professional development, performance development, and support to increase key skills, including leadership, facilitation, and conflict resolution

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.

Advancing Equity – We are committed to transforming our organization – personally, interpersonally, institutionally, and structurally – by confronting our own biases and operationalizing our values.

Elevating Family and Community Voice – We value and engage family and community voices to inform decision-making. We are especially committed to incorporating and elevating the voices of families with lived experience and those underrepresented in decision-making.

Flexible – We are open and adaptable to change in order to meet the needs of families and communities statewide. We strive to meet people where they are and are flexible in our thoughts and processes to get the job done and drive results.

Problem-Solving – In our role as the accountability body for the Vermont early childhood system, BBF staff maintain clear, direct, and transparent communication and value the power of relationships to make systems change. We respectfully address gaps, strained relationships, and things that are not working in the system to support collaborative problem-solving and conflict resolution.

Neutral Convener – We actively maintain an objective, nonpartisan role in convening partners and bringing them back to our shared goals for children and families.

Data-Informed – We use data and frameworks to inform our decisions. Our collaborative work at 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.