

*Quality Early Childhood Education Equals Economic Development*



## Early Childhood System Mapping: A Local Perspective

March 9<sup>th</sup>, 2006

## Overview



# A Mid-Term Case Study of the Partnership for Children of Cumberland County System Mapping Initiative

## Presenters:

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# Cross Road



We believed that, as a community, we were at a cross road: a defining moment for this community as it relates to our commitment to early childhood.

... before lies one road,  
well traveled



- No unified vision
- Inefficient use of all possible funding streams
- Lack of consistent data collection, reporting and communications methodologies among systems
- Multiple, redundant, independent intake forms
- Multiple, redundant, independent data sources

**Fractured funding**

**Fractured responses**

**Fractured outcomes**

**Results in fractured  
funding, responses and  
services**

... and one far less traveled which leads to a better system



"Only those who will risk going too far can possibly find out how far one can go."

--T.S. Eliot

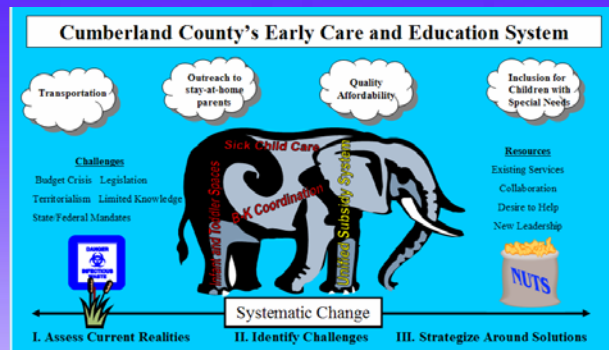
The early childhood system in Cumberland County should:

- Ensure that eligible children and their families have knowledge of and access to comprehensive services
- Educate families about and link them to quality services & resources
- Promote family-centered practices and assist families to move toward self-sufficiency
- Value and support those who work in the early childhood delivery system
- Be as simple and efficient as possible for parents, providers, and workers
- Maximize the resources available in order to serve more children and families

## Community Readiness



- **Know your staff/board:**
  - The time available for the undertaking
  - Their knowledge of the community
  - The "champions" and leaders
- **Know your organization:**
  - Its credibility/history/enemies/allies/partners
  - The perspective of others (favorable/unfavorable)
  - Its budget, financial stability and resources
- **Assess the climate:**
  - The "self-knowledge" of partners/stakeholders
  - Other efforts currently ongoing to map/coordinate
  - Status of political changes – instability/uncertainty
  - Crisis vs. Continuity - is there a distraction? (eg. 9/11/01)



- Poised to take the lead as the catalyst for system change at the state and local level
- Community leaders and citizens are able to work together to identify community problems and needs
- Foundation for comprehensive data systems to inform decision making has been laid

# Scope of Work



# Organizational Benefits



## Three Impacts of System Mapping

### External

- Program Participants
- The Community
- Enhancing performance

#### What it Means:

Innovation which maintains and/or enhances programmatic processes and outcomes related to children and families.

### Internal

- Staff and Board
- Strategic Planning
- Fundraising/PR

#### What it Means:

Creative investments to sustain, improve and grow the organization as an entity in and of itself.

### Child Development

- The Industry itself
- Local Partners
- Practitioners

#### What it Means:

Mapping can have direct programmatic impact as well as provide a means to advance learning and “best practices” across the community of child development practitioners and researchers

*“To raise new questions, new possibilities, to regard old problems from a new angle requires creative imagination and marks real advances in science.”*

# Mapping of Early Childhood



## Three Families of Elements

### Individuals

- Children
- Parents
- Staff

*A living entity that becomes the cause or focus of any endeavor*

### Organizations

- People
- Materials
- Systems

*An organizational entity that is the source or focus of resource mapping*

### Communities

- People
- Organizations
- Environment

*The community of children and families, organizations, child development practitioners, etc.*

*"We can have facts without thinking, but we cannot have thinking without facts."*

-John Dewey

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## Goals



## Goals 1 & 2



- A clear articulation of the relationship between fed-state-regional-local resources (*the funding streams and programs*)
- Resources: Inventory of current programs and funding streams
  - Summarization of the funding streams
  - Constituency: Who are Programs Serving? What do we know about them?

- Improve overall understanding of how child development *works* in Cumberland County (*the programmatic infrastructure*)
- Provision of an elegant and comprehensive documentation of the early childhood system
  - Empower a variety of stakeholders (researchers and evaluators, advocates, training and professional development providers, etc.) to view the system comprehensively and with an enhanced ability to identify linkages and causal relationships

## Goals 3 & 4



- Yield greater understanding of eligibility issues – the system and its impact on families
- Define the populations served -and un-served - by programs and services
  - Identify the specific institutional resources aligned with eligibility-based criteria
  - Yield information pointing to the system's level of dependence on categorical funding (sustainability)

- Empower stakeholders to develop plans for leveraging public and private resources
- Identification of gaps and the creation of linkages between the early care community, family support and health providers for consultation, referrals, and resources to the target population
  - Identification of trends and key early childhood issues on which PFC and the community can focus during the next five years

# System Map

## Site Visits and Interviews will Address:

- Research: existing publications, brochures, grant applications, annual reports, evaluations, directories, program guides, studies, etc.
  - Surveys: tailored questions and formats for gathering program information and perspectives
  - Site visits: scheduled and unannounced
  - Focus Groups: diverse perspectives and stakeholders (practitioners, advocates, managers, administrators, researchers, parents and children)
  - Interviews: phone and in person
- The Constituency: Who is being served
  - The Access Points (and services offered)
  - Capacity Assessment
  - Partnership Involvement
  - Collaborative Processes
  - Funding Streams and Revenue Sources
  - Eligibility

# Resource Mapping

COMPREHENSIVE SERVICE ARRAY FOR ALL CHILDREN AND FAMILIES						
CHILD EDUCATION	CHILD CARE	CHILD PROTECTION	ADULT EDUCATION AND INFORMATION	MEDICAL / DENTAL	EMOTIONAL	CULTURAL / SOCIAL / RELIGIOUS
<ul style="list-style-type: none"> <li>• COAP</li> <li>• Head Start</li> <li>• Early Start</li> <li>• PFC - More at Four</li> <li>• School</li> <li>• ERIDGES</li> <li>• Title I</li> <li>• Even Start</li> <li>• Autism Society of CO</li> <li>• Health Dept</li> <li>• Child Service Coordination</li> <li>• Children's Developmental Service Agency</li> <li>• Public Library</li> <li>• Book to Read</li> <li>• Read to Me!</li> <li>• Ft Bragg MWR</li> <li>• CHILL</li> <li>• Exceptional Family Program</li> <li>• Fayetteville TEACH Program/UNC Chapel Hill TEACH</li> <li>• Educational/Developmental Intervention Services</li> </ul>	<ul style="list-style-type: none"> <li>• PFC - Child Care Solutions/Child Care Resource and Referral</li> <li>• Volunteer Families for Children of NC</li> <li>• Child Care WAGES Project</li> <li>• PFC Early Education Center</li> <li>• DSS</li> <li>• Subsidy</li> <li>• Ft Bragg Child Youth Services</li> <li>• Focus Group with Child Care Facilities</li> <li>• K's A Small World</li> <li>• KTCO Early Childhood Ed. Co. Co</li> <li>• Highland Learning Co</li> <li>• Pope AFB CDC</li> <li>• Ft Bragg CDC</li> <li>• Gandy Ridge</li> <li>• Trinity</li> <li>• Easter Seals</li> <li>• Creative School Mgmt</li> <li>• Kinzner Family Child Care</li> </ul>	<ul style="list-style-type: none"> <li>• DSS</li> <li>• Child Protective Services</li> <li>• ODS - Foster homes</li> <li>• Guardian Ad Litem</li> <li>• Child Advocacy Center</li> </ul>	<ul style="list-style-type: none"> <li>• School</li> <li>• Even Start Family Literacy programs</li> <li>• Fayetteville Area Youth for Christ</li> <li>• Cumberland County Extension Cooperative Baby Think It Over</li> <li>• Ft Bragg</li> <li>• New Parent Program</li> <li>• Family Advocacy Program</li> </ul>	<ul style="list-style-type: none"> <li>• Health Dept</li> <li>• Immunization Clinic</li> <li>• Child Health Clinic</li> <li>• Dental Clinic</li> <li>• Health Promotion</li> <li>• Maternity Clinic</li> <li>• Childhood Lead Poison Prevention</li> <li>• Child Service Coordination</li> <li>• Maternal Care Coordinator</li> <li>• Child Fatality Prevention</li> <li>• WIC</li> <li>• Educational/Developmental Intervention Services</li> <li>• Prevent Blindness North Carolina</li> <li>• March of Dimes</li> <li>• Children's Developmental Service Agency</li> <li>• Cape Fear Medical Health Center</li> <li>• Neo-natal Follow-up Clinic</li> <li>• Therapy Playgrounds</li> </ul>	<ul style="list-style-type: none"> <li>• Smart Start Early Intervention Team for Child Mental Health Services</li> <li>• Family Support Network of Cumberland County</li> <li>• Autism Society of CO</li> <li>• Family Advocacy Program</li> </ul>	<ul style="list-style-type: none"> <li>• Catholic Social Ministries</li> <li>• Fayetteville Family Life Center</li> <li>• Parent Education Counseling</li> <li>• Fayetteville Urban Ministry</li> <li>• Emergency Assistance</li> <li>• Governor's 1-on-1 Mentoring Program</li> <li>• Mentors of Children of Incarcerated Parents</li> <li>• Fayetteville Area Youth Egg Christ</li> <li>• Teens-n-Tots</li> <li>• Lewis Chapel Missionary Baptist Church</li> <li>• Nurturing Umbrella Program</li> </ul>
<ul style="list-style-type: none"> <li>• Salvation Army Social Services</li> <li>• CDSA Transportation Link</li> </ul>	<ul style="list-style-type: none"> <li>• Food/Clothing</li> <li>• Salvation Army</li> <li>• Cumberland Community Action Program</li> <li>• Second Harvest</li> <li>• CASIRE Party</li> <li>• Health Dept - WIC</li> <li>• DSS</li> <li>• Food Stamp</li> </ul>	<ul style="list-style-type: none"> <li>• Economic</li> <li>• DSS</li> <li>• Medicaid</li> <li>• Work-First/TANF</li> <li>• Health Check</li> <li>• Health Choice</li> </ul>	<ul style="list-style-type: none"> <li>• Physical</li> <li>• Housing - HUD</li> <li>• DSS</li> <li>• CARE</li> <li>• Salvation Army</li> <li>• Baptist Children's Home of NC, Inc</li> <li>• Cumberland Interfaith and Hospitality Network</li> <li>• Mahton Woods Transitional Housing</li> <li>• Falcon Children's Home</li> <li>• Save the Babies House of Refuge</li> <li>• Baptist Children's Homes of NC</li> </ul>	<ul style="list-style-type: none"> <li>• Recreation</li> <li>• Arts Council of Fayetteville/CC</li> <li>• Fascinate U Children's Museum</li> <li>• Fayetteville Museum of Art</li> <li>• YMCA</li> <li>• Park and Recreation Programs</li> <li>• Kodakzouk</li> <li>• Ft Bragg Child Youth Services</li> <li>• Youth Activities Center</li> </ul>	<ul style="list-style-type: none"> <li>• Other</li> <li>• Cumberland Community Foundation</li> <li>• The Junior League of Fayetteville/NC</li> <li>• United Way of Cumberland County</li> <li>• Rotary</li> <li>• Kiwanis</li> <li>• Florence Rogers Charitable Trust</li> <li>• Charles Russell Wellons Foundation</li> <li>• March of Dimes</li> </ul>	<ul style="list-style-type: none"> <li>• System</li> <li>• COLORS - Children's Organizations Linking Opportunities Resources and Support in Cumberland Co</li> <li>• Information Technology Service Center</li> <li>• Research and Development</li> <li>• CO2009060666-1 Inc</li> </ul>

\*Created by Gloria Harbin (tailored for Cumberland County) // Frank Porter-Graham Child Development Institute // University of NC at Chapel Hill

# Interview Form



Person Interviewed: \_\_\_\_\_ Date(s): \_\_\_\_\_ 2<sup>nd</sup> Interview: \_\_\_\_\_

Contact information: \_\_\_\_\_

NAME OF ORGANIZATION

Official Name: \_\_\_\_\_

**PART I- ORGANIZATION INFORMATION**

- Programs offered by the organization (list out): \_\_\_\_\_

**ORGANIZATION FUNDING SOURCES**

- Fees for services:  Foundation Grants: \_\_\_\_\_
- United Way: \_\_\_\_\_ Federal Sources Grants: \_\_\_\_\_
- State of North Carolina: \_\_\_\_\_ Corporate donations: \_\_\_\_\_
- Cumberland County: \_\_\_\_\_ Other, specify: \_\_\_\_\_
- What percent is "permanent" and what percent is "temporary": \_\_\_\_\_

**PROGRAM SERVICES**

Program Description: Elaborate on the services you provide or support/advocate. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

How would you categorize the services your programs provide? Where do they belong amongst the Partnership for Children's Service-Delivery Themes? **Early Care and Education:** \_\_\_\_\_

**Health:** \_\_\_\_\_

**Family Support:** \_\_\_\_\_

**System Supports:** \_\_\_\_\_

**PART II- PROGRAM INFORMATION**

Use part two for each program that the organization operates. If there are several programs, make additional forms for each program. Request materials such as annual reports, form 990s, budget information, brochures, grant applications, etc. \_\_\_\_\_

NAME OF ORGANIZATION: \_\_\_\_\_

**PROGRAM INFORMATION**

Name & Description of Program	Target Population (Background & Ages)	Access Points (On site vs. Home Visitation)	Capacity

**Budget Information**

Direct Service Budget (Onsite services)	Direct Service Budget (Home Visitation)	Professional Development Budgets	Evaluation/Outcome Budgets

**Institution Based Funding**

Federal sources	State sources (including Smart Start)	Local Sources	Other sources

**Initiative Based Funding**

Federal sources	State sources (including Smart Start)	Local sources	Other sources

**Total Funding**

Institution Based Funding	Initiative Based Funding	"Fee for Service" Revenue	Total Annual Program Budget

**This Program falls within the following Service Category:**

Early Care & Education     Health     Family Support

Subtopic: \_\_\_\_\_ Subtopic: \_\_\_\_\_ Subtopic: \_\_\_\_\_

# Interview Form



**PARTICIPANT/CLIENT PROFILES**

- How would you describe the constituents your work targets? Where appropriate, please provide an estimate of how many of these clients match the item. \_\_\_\_\_
- Ages: \_\_\_\_\_ 0-6 months: \_\_\_\_\_ 7-18 months: \_\_\_\_\_
- 19-36 months: \_\_\_\_\_ 3-5 years: \_\_\_\_\_ 5-8 years: \_\_\_\_\_
- Adopted Children: \_\_\_\_\_ Orphans: \_\_\_\_\_ Foster Children: \_\_\_\_\_
- TANF eligible: \_\_\_\_\_ Medicaid eligible: \_\_\_\_\_ Disabled (mental/phys): \_\_\_\_\_
- Gender: \_\_\_\_\_ Ethnic Background: \_\_\_\_\_ Others: \_\_\_\_\_

Does the program serve ALL children, regardless of any eligibility criteria? \_\_\_\_\_

Does the program serve low-income populations using eligibility? \_\_\_\_\_

Does the program serve children with developmental challenges? \_\_\_\_\_

Does the program serve children who are victims or have with mental health concerns? \_\_\_\_\_

What are the priorities your organization addresses to improve their quality of life? \_\_\_\_\_

\_\_\_\_\_

**ELIGIBILITY REQUIREMENTS**

- Please list requirements that determine eligibility to your services by criteria such as gender, age, family income, ethnic origins, disability, etc.: \_\_\_\_\_
- Does your program have the capacity to serve all those who might be eligible for your services? Yes  No  If No, what do you need? \_\_\_\_\_
- Does your program serve all areas of Cumberland County? Other Counties? \_\_\_\_\_
- Services are specific to the following areas: \_\_\_\_\_

**ACCESSIBILITY**

- If there is a waiting list, what is the average waiting period? \_\_\_\_\_
- Please describe your program's access to transportation (or at least rate whether it is an issue) \_\_\_\_\_
- Program will provide transportation under the following conditions: \_\_\_\_\_
- Program will conduct home deliveries or visits under the following conditions: \_\_\_\_\_

**ORGANIZATION STAFFING**

- Do you have professional child development specialists on staff? Please describe the role they play in your organization: \_\_\_\_\_

- In your organization's experience, is there an adequate supply of qualified child development specialists? Please elaborate: \_\_\_\_\_

**LANGUAGES**

- Please explain the language capabilities of your program: \_\_\_\_\_

**AFFILIATIONS AND PARTNERSHIPS**

- Is your program affiliated with a larger organization than the one listed on this form (for example, a public agency or office administering programs and/or funds that affect children)?  No  Yes, specify: \_\_\_\_\_
- Program works in partnership with public agencies (DSS, Cumberland County Schools, etc.). Please list and describe your relationship: \_\_\_\_\_
- Program works in partnership with other educational and child development services providers for diverse reasons (staff development, volunteers, service coordination, etc.). Please list and describe: \_\_\_\_\_
- What collaborative groups (aka Planning Groups, Advisory Groups) do you belong or are aware of? \_\_\_\_\_

**ORGANIZATIONAL PERSPECTIVES**

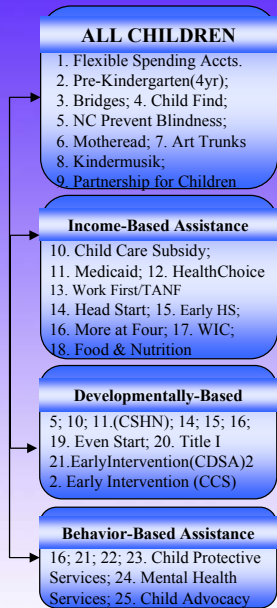
- How would you describe the conditions for children in the child development systems in Cumberland County? What are the areas in which you see the greatest challenge and potential improvement? What areas do you need to work on the most for your own programs? \_\_\_\_\_
- What are the greatest gaps you see in the child development systems in Cumberland County? \_\_\_\_\_



# Early Childhood Service Delivery System



**Who is Served?**  
*A Profile by Association with Eligibility*



**Where does Funding for programs come from?**

**Where Are Children and Families Served?**

**What Service is Provided?**

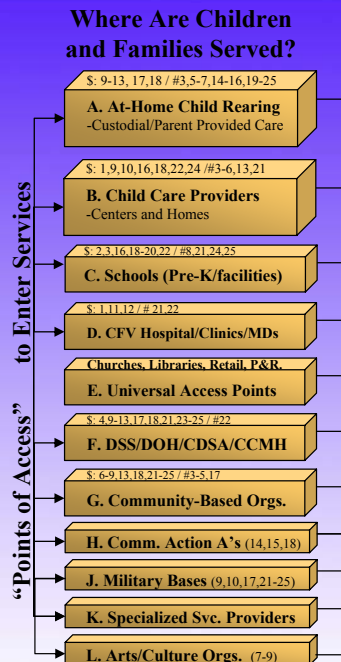
**What Outcomes are Achieved or Measured?**



# Early Childhood Service Delivery System



**Where Are Children and Families Served?**



**Who is Served?**

**Where does Funding for programs come from?**

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**What Outcomes are Achieved or Measured?**



# Early Childhood Service Delivery System



**Who is Served?**

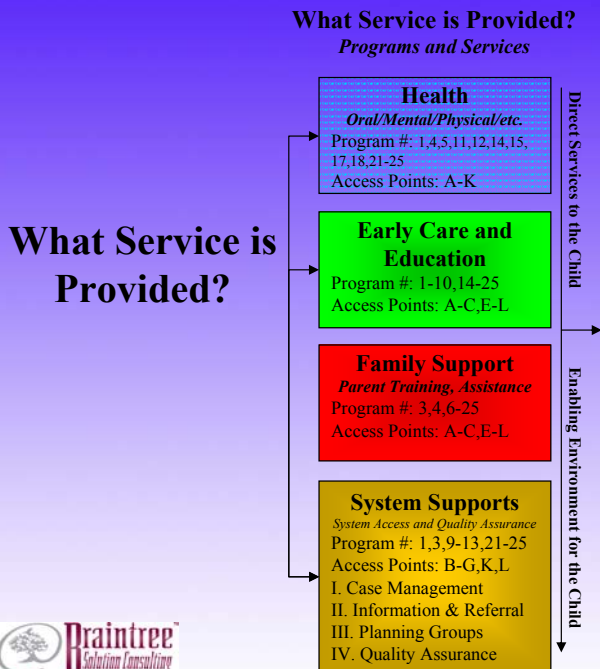
**What Service is Provided?**

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# Early Childhood Service Delivery System



**Who is Served?**

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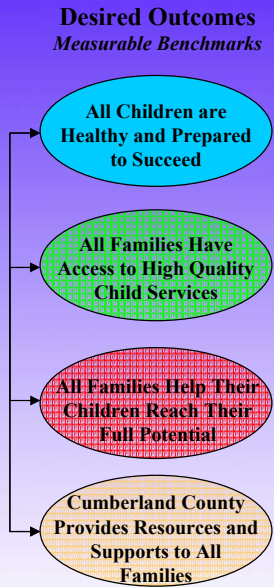


# Early Childhood Service Delivery System



## Who is Served?

What Outcomes are Achieved or Measured?



Where does Funding for programs come from?

Where Are Children and Families Served?

What Service is Provided?

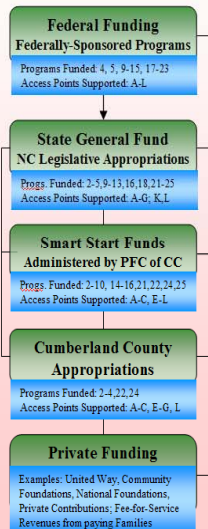


# Early Childhood Service Delivery System



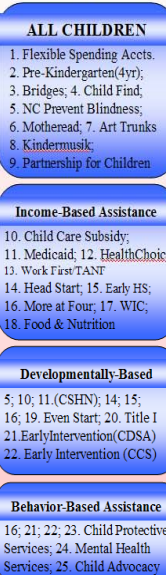
### Funding Sources

*Resources to Support Children and Families in Cumberland*

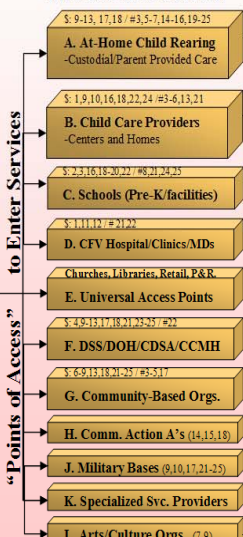


### Who is Served?

*A Profile by Association with Eligibility*

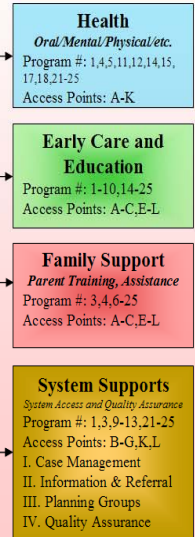


### Where Are Children and Families Served?



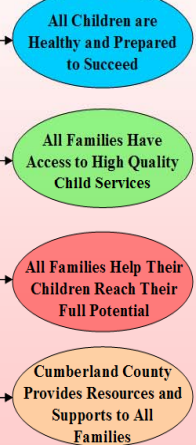
### What Service is Provided?

*Programs and Services*



### Desired Outcomes

*Measurable Benchmarks*



Desired Outcomes drive system Access, Intake, Design, Services and Strategies

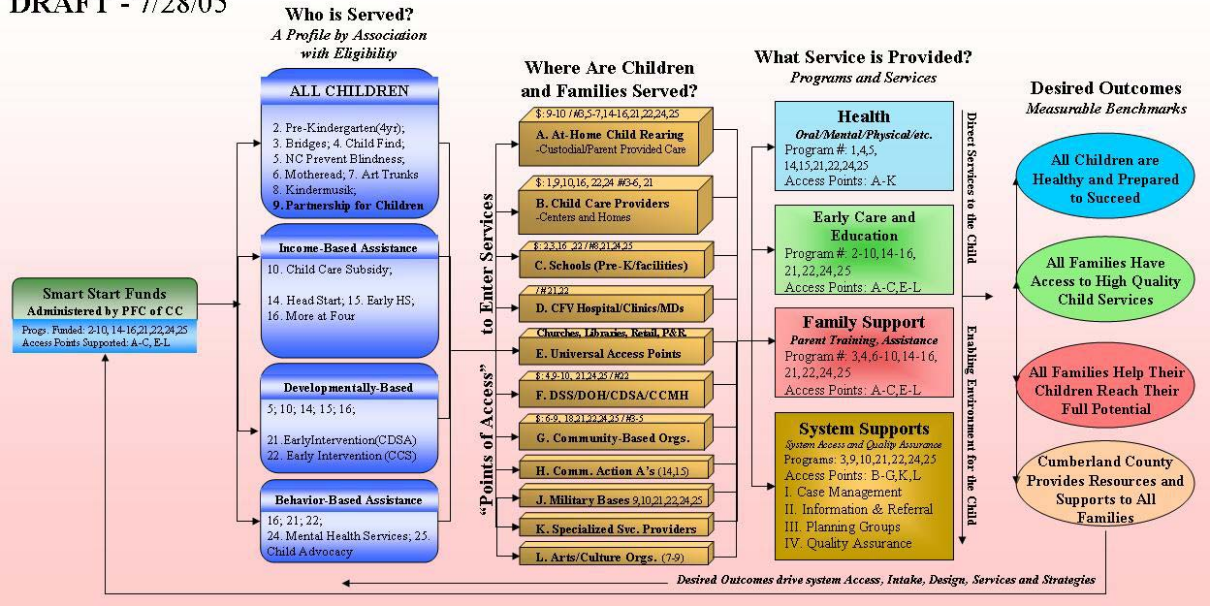
# Smart Start Funded Service Delivery System



## The Partnership for Children Role in Cumberland County's Service System For Early Childhood (Pre-birth to Five)



DRAFT - 7/28/05



# Lessons Learned



## Lesson Learned



### *#1: System mapping requires planning, time and resources*

- Strategy: Work from a plan - chart out whom you are going to approach
- Strategy: Build on existing partnership and collaboration infrastructure(s)
- Strategy: Designate one internal staff member to serve as the individual primarily responsible for the effort

## Lesson Learned



### *#2: Some Programs/ Activities are Slower than Others*

- Strategy: Treat them individually and start “where they are”
- Strategy: Realize and accept that there may be a time when you need to move on
- Strategy: Gentle prodding and persistence is required in some instances

## Lesson Learned



### *#3: System mapping can be perceived as being intrusive or evaluative*

- Strategy: Identify the “win-win” that will move partners toward collaboration (enlightened self-interest)
- Strategy: Recognize/embrace the varying levels of transparency, sophistication and self-knowledge of institutional partners
- Strategy: Assure participants no evaluation of their performance is being conducted – no value judgments made

## Lesson Learned



### *#4: Be prepared to take advantage of opportunities*

- Strategy: Pay attention to intersections- how do agency efforts intersect with local efforts and state efforts
- Strategy: Be flexible – and be led by your mission and your vision.

# Lesson Learned



## #5: *Outside consultant should be teamed up with a “local” champion*

- **Strategy:** Designate a project lead who is a “system” champion and understands community dynamics
- **Strategy:** Utilize stakeholders in an advisory capacity – a “Mapping Workgroup”
  - Members don’t have to be “experts”
  - Makes project more credible, efficient and thorough
  - Serves as a review board
  - Ensures buy-in

## For More Information...



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R&D Director

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