



**BRIGHT
BEGINNINGS**

STRATEGIC PLAN

FIVE YEAR PLAN 2022-2027

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CHILDREN ACCOUNT FOR 59% OF ALL PEOPLE IN HOMELESS FAMILIES AND REPRESENT NEARLY A QUARTER OF ALL PERSONS EXPERIENCING HOMELESSNESS IN THE METROPOLITAN WASHINGTON REGION IN 2020.

CONTEXT

Washington, D.C. has one of the largest homeless populations in the nation. 16.6% of residents in this city live in poverty. Homelessness in D.C. is two-times the national average, 9.3 persons for every 1,000 residents in the District¹.

Families represent 39 percent of all persons experiencing homelessness in the metropolitan Washington region. 60 percent of families that are experiencing homelessness in DC live in Wards 7 and 8. Furthermore, nearly 90 percent of children living in these two wards, live in areas of concentrated poverty. So, although 2020 marks the fourth year in a row of recorded declines in families experiencing homelessness², the global pandemic caused by COVID-19 brings new urgency to the crisis of homelessness, particularly in Wards 7 and 8, and the need to prioritize housing as part of the region's health care and economic recovery plans².

Children in families experiencing homelessness face particularly adverse effects. Children are often dislocated from familiar surroundings, relatives, friends, and neighborhood schools when their families become homeless. Children must also contend with the stigma associated with being homeless when navigating their new surroundings and making friends².

Children who experience homelessness may have poor nutrition, increased incidence of health impairments, higher exposure to violence, and severe emotional distress. Homelessness and hunger are also closely intertwined. These children are

twice as likely to experience hunger as their non-homeless peers, which negatively effects the physical, social, emotional, and cognitive development of children. Schooling for children experiencing homelessness is often interrupted and delayed. Other impacts include children being twice as likely to have a learning disability, repeat a grade or to be suspended from school⁴.

Combined, these conditions eliminate feelings of safety and predictability that are important for healthy growth. As a result, Bright Beginnings seeks to improve the lives of children experiencing homelessness and their families through an evidence-based, individualized, nurturing learning environment for children and supportive services for their families to help them move from homelessness to self-sufficiency.



¹ John Gonzalez; *DC's homeless population disproportionately impacted by COVID as need for help on the rise*, <https://wjla.com/news/local/homelessness-in-dc-during-covid>; December 2nd, 2020.

² Metropolitan Council of Governments; *Homelessness in Metropolitan Washington*; https://www.streetsensemedia.org/wp-content/uploads/2020/07/2020_PIT_report_FINAL_rev_6-22-20.pdf; June 2020.

³ National Center for Homeless Education; <http://center.serve.org/nche/briefs.php>; Domestic Violence, Homelessness, and Children's Education: 1.

⁴ American Psychological Association; <https://www.apa.org/pi/families/poverty>; 2009.

VISION, MISSION & VALUES



VISION

All children and families in the District receive the support and resources necessary to thrive and realize their full potential.



MISSION

Bright Beginnings will implement a two-generation approach to:

- Ensure every child experiencing housing instability is healthy, safe, engaged, supported and challenged.
- Develop school ready and kindergarten prepared children.
- Support families in breaking the cycle of inter-generational poverty; and
- Partner intentionally to eradicate disparities and remove obstacles to economic mobility.





VALUES

Community



Integrity



Respect



Professionalism



GOALS 2022-2027

1

TWO GENERATION APPROACH

BBI will provide innovative programming that eliminates disparities in DC.

2

WHOLE CHILD

BBI will maximize opportunities for children.

3

COLLABORATION

BBI will develop effective partnerships to meet the needs of families.

4

TWO GENERATION POLICIES

BBI will advocate for resources and fair policies for the betterment of children and families.

5

ASSET GROWTH AND SUSTAINABILITY

BBI will cultivate the resources required to meet the needs of children and families and build sustainability.

6

HUMAN CAPITAL

BBI will recruit and retain highly effective staff.

7

EFFECTIVE GOVERNANCE

The BBI Board of Directors will provide exceptional governance and leadership to the organization to actively support the success of the strategic plan.

4. STRATEGIC PLAN GOALS,
STRATEGIES & OUTCOMES: 2022-2027

4.1 Program and Services

GOAL 1: TWO GENERATION APPROACH - BBI will provide innovative programming that eliminates disparities in DC.

Two Generation Approach Strategy 1: Examine and study structural racism as one of the root causes of poverty that, unless addressed, prevents us from realizing our vision.

Two Generation Approach Strategy 2: Create truly innovative programming with top-notch services and programming that is responsive to emerging neighborhood needs and disparities.

Two Generation Approach Strategy 3: Collect and analyze data to improve BBI programming and eliminate disparities in the District.

Two Generation Approach Outcomes:

- Family & community resiliency
- Decreased health and wellness disparities
- Increased social capital
- Economic mobility for families

GOAL 2: WHOLE CHILD - BBI will maximize opportunities for children.

Whole Child Strategy 1: Examine and study early childhood practices that ensure children are school ready and kindergarten prepared.

Whole Child Strategy 2: Implement culturally affirming pedagogy and practices that promote equity and inclusion.

Whole Child Strategy 3: Collect and analyze data to improve BBI programming and eliminate opportunity gaps for children.

Whole Child Outcomes:

- Children with strong sense of self and cultural identity
- Early intervention and mitigation of disabilities and developmental delays.
- Children with sustainable pre-literacy and numeracy skills
- Dual language exposure

4.2 Community Leadership

GOAL 1: COLLABORATION - BBI will develop effective partnerships to meet the needs of families.

Collaboration Strategy 1: Listen to the needs of our families.

Collaboration Strategy 2: Create partnerships to successfully move families on the self- sufficiency matrix.

Collaboration Strategy 3: Collect and analyze data to evaluate the effectiveness of our partnerships.

Collaboration Outcomes:

- Increased collective impact
- Broader social and systems change
- Increased organizational effectiveness
- Effective resource management

GOAL 2: TWO GENERATION POLICIES - BBI will advocate for resources and fair policies for the betterment of children and families.

Two Generation Policy Strategy 1: Examine and study policies that create economic mobility that, unless implemented, prevent us from realizing our vision.

Two Generation Policy Strategy 2: Collect and analyze data to elucidate barriers to economic mobility and illustrate the need for policy reform in the District.

Two Generation Policy Strategy 3: BBI will advocate for policies that build community power to address inequity and to end poverty for good.

Two Generation Policy Outcomes:

- Removal of systemic barriers
- Addressing the immediate needs of families while preparing children for future success
- Disruption of inter-generational poverty
- Better life outcomes for children and families

4.3 Organizational Strength

GOAL 1: ASSET GROWTH AND SUSTAINABILITY - BBI will cultivate the resources required to meet the needs of children and families and build sustainability.

- Asset Growth & Sustainability Strategy 1:** Ensure appropriate stewarding of resources entrusted to organization.
- Asset Growth & Sustainability Strategy 2:** Create a Development Plan.
- Asset Growth & Sustainability Strategy 3:** Develop a long-term cash reserve over a 5- year term.

- Asset Growth & Sustainability Outcomes:**
- Financial audits with unmodified opinions.
 - Funder and investor confidence.
 - Renewed funding.
 - Adequately fund operations and programs to meet the vision and mission of the organization.

GOAL 2: HUMAN CAPITAL - BBI will recruit and retain highly effective staff.

- Human Capital Strategy 1:** Understand the emerging and ongoing needs of professionalizing the early childhood educator workforce.
- Human Capital Strategy 2:** Fairly compensate staff in accordance with their knowledge, responsibility, educational obtainment and without disparities in race, gender, or gender identity.
- Human Capital Strategy 3:** Grow leadership and strengthen our workforce through performance management and professional development.
- Human Capital Strategy 4:** Improve human resources service delivery.

- Human Capital Outcomes:**
- Fair and equitable compensation
 - Professionalization of workforce
 - Leadership development and effective coaching of staff
 - Effective performance management and retention of effective staff
 - BBI will be a safe and healthy environment

GOAL 3: EFFECTIVE GOVERNANCE - The BBI Board of Directors will provide exceptional governance and leadership to the organization to actively support the success of the strategic plan.

- Effective Governance Strategy 1:** Study the changing landscape of the District’s early childhood sector, the emerging research on homelessness & housing instability and other relevant bodies of knowledge to effectively govern.
- Effective Governance Strategy 2:** Recruit and maintain a board of directors who are committed to advancing the vision, mission, and core values of BBI and cultivating the resources to meet the needs of the organization.
- Effective Governance Strategy 3:** Develop effective board development and engagement through continuous training and self-evaluation.

- Effective Governance Outcomes:**
- Use of best practices for board governance.
 - Clear expectations for board members.
 - Strong board members engagement and collaboration with executive staff.
 - Board membership that reflects the diversity of knowledge, skills, experiences, and competencies needed to effectuate the vision and mission of the organization.



STRATEGIC PLANNING COMMITTEE

Maria Estefania
Quincy Booth
Lauren Sharpless-Robinson
Steve Glaude
Cynthia Booth
Dr. Marla M. Dean
Erin Fisher
Danish Ali
Rebecca Rorke
Maxine Rishton
Anthony Sessoms
Ebony Tuzon

Board President
Board Vice President
Immediate Past President & Chair of the Strategic Planning Committee
Board Member & Co-Chair of the Strategic Planning Committee
Board Member
Executive Director
Chief of Staff
Controller
Director of Development & External Affairs
Partnerships Coordinator
Family Outreach & Recruitment Specialist
Infant & Maternal Services Manager

BOARD OF DIRECTORS

Maria Estefania
Quincy Booth
Nancy Register
Aimee Soller
Henry Berman
Cynthia Booth
Surrayah Colbert
Steve Glaude
Taija Hammett
Mellanie Lassiter
Gail Louis
Selerya Moore
Cameron G. Normand
Cynthia Prentiss
Lauren M. Sharpless-Robinson
Sheila D. Stinson
Nicole Streeter
Kisha Ward

Board President
Board Vice President
Treasurer
Secretary
Member
Member
Junior League Representative
Member
Parent Representative
Member
Member
Member
Member
Immediate Past President
BBI Holdings President
Member
Member



BRIGHT BEGINNINGS

