



Transylvania County Family Engagement Action Plan

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INTRODUCTION

“It is easier to build strong children than to repair broken men.”

– Frederick Douglass, abolitionist and statesman

Easier, yes, but not easy by any stretch of the imagination. Caring for children is beautiful, emotional, exhausting, empowering, thankless and incredible. It is worth every ounce of effort that we have as individuals, and more importantly, as a collective society. It truly does take a village, but we are far from that village mentality in our modern-day western world. Despite that, after having had the privilege to engage with many individuals and groups in Transylvania County over the past eight weeks, we do have the positioning and the great responsibility to move back to the village mentality, to pull hearts, minds and resources together to make a deeper and long-lasting impact. And we cannot afford not to.

Transylvania County has many of the necessary ingredients for achieving excellence in early childhood development and engaging parents and caregivers of young children. We have a willing and able group of service agencies, non-profits, schools, government leaders, community members and parents who care deeply about the well-being of our children and who understand the great importance of human development from birth-8 years old. We have a partnership with Sesame Street in Communities (SSIC) that brings national resources and a trusted brand to help us reach more families and build relationships over time. And, arguably, our greatest strength for early childhood is our local GetSet Coalition. GetSet, which was formerly called The Early Childhood Initiative (ECI) Task Force and formed in 2015, is made up of more than 25 local non-profits, service providers and organizations, and its mission is “to build the capabilities of caregivers and to strengthen the communities that together form the environment of relationships essential to children’s lifelong learning, health and behavior.”

Despite these strengths, increasing family engagement has its fair share of barriers. These include, but are not limited to:

- The enormous amount of steadfast energy and focus of all program staff involved with young children required to initiate and persist in developing trusted relationships with families. The results can be staff burn-out and turnover which leads to decreased trust in lasting relationships.
- The lack of known or trusted two-way sources of communication for events and resources available to families. Most families find out about resources and events through another trusted individual. Tapping into trusted local individuals requires a focused amount of time and persistence.
- State legislation, policy, and regulation regarding licensing and compliance requirements of childcare providers. The complexities of this area result in making it less attractive for existing and new childcare businesses to increase capacity. It also presents challenges for families to relocate to our area and has a compound effect on fewer families having the ability to afford childcare.
- A range of geographical subcultures exist in our county, which create challenges in physical distance, especially transportation constraints, as well as perceptual distance between shared values, experiences, and histories. Stigmas associated with the perception of “receiving help” run deep, especially among those communities that struggle to meet basic needs.
- Many families in our county struggle to provide basic needs: housing, food, and a safe environment. The capacity of parents and caregivers to devote time and attention to child development, in most cases, is

a luxury for many of these families. On the contrary, some families choose not to engage in resources, programs, and events because they believe their children already receive developmentally appropriate caregiver attention.

- The pool of sources for non-profit funding in our community is fairly small. Many local businesses receive repeated asks from a range of non-profits and are often over-taxed. We heard of one business owner moving his family out of the county because he could not go out to eat without being asked for funding. Identifying and recruiting larger streams of funding from outside the county, again, requires considerable time and resources.
- Lastly, and perhaps most significant, is the barrier to communicate and to ensure the entire community believes in the importance of investing in early childhood development. We must communicate that investing in the early years is not only for the benefit of a child's long-term achievement, but critical for the long-term sustainability of the entire community.

ACTION PLAN

So, what is next? How do we build upon strengths and address the barriers to increasing family engagement in early childhood? The effort to form the Action Plan activities outlined below involved two parts: 1) parent/caregiver surveys or focus groups and 2) individual meetings with local resource providers. The action plan also incorporates elements from the Sesame Street in Communities Action Plan.

More than 60 families with young children (0-8) participated in completing qualitative surveys or attending a focus group where the group discussed the survey questions. The family participant responses represent a spectrum of income levels, races, and caregiver roles such as mother, father, grandparent, foster parent and teen mom. Some of these individuals live within Brevard city limits and some live in outlying regions of the county including Balsam Grove, Rosman, Little River and Dunn's Rock. We asked parents:

- What services/organizations in Transylvania County do you use to support you as a parent/ caregiver of your child(ren) aged 0-8? In your opinion, which organizations seem the most open to your feedback and needs?
- In your opinion, how can agencies serving families with children between the ages of 0-8, improve their programs for parents and/or children?
- In Transylvania County, where do you see good examples of family partnership happening (i.e.: childcare center, school, library, social service agency, etc.)? How is it happening in those locations (i.e.: parent breakfasts, parent workshops, parent meeting, book club, etc.)?
- What would you like to see available in our county to better support you as a parent/ caregiver to your child(ren) aged 0-8?

We collected additional qualitative data by meeting individually with the various service provider organizations throughout Transylvania County who interact with families with young children. Most, but not all, of these organizations are part of the GetSet Coalition. We asked providers:

- What are the greatest strengths your organization and our county has for engaging families in early childhood development?
- What are the greatest challenges your organization and our county faces for engaging families in early childhood development?
- What are the strengths of GetSet?
- What are areas for improvement for GetSet?
- If you had a magic wand, what is one thing you would implement to dramatically increase family engagement in our county?

Family responses to the questions highlighted the importance of services and organizations such as WIC, Medicaid, Work First, Foodstamps/SNAP, childcare subsidies, Housing Authority, Young Lives, The Family Place Programs, Head Start, Rise and Shine, Parks and Recreation, DSS, Boys and Girls Club, Sharing House, El Centro, and the Children's Center. Parents also expressed desires to have more indoor and outdoor family play areas, more assistance services for middle-class parents and grandparents, dad-specific groups, and expanded service hours for working families.

Out of these responses, a list of prioritized, potential activities formed around the following common themes: Family Education and Engagement, Infrastructure and Resources, Leadership and Governance, and Professional Development. Some activities reflect the requests of parents and others the ideas of organizations serving families.

The activities range in duration and level of effort and/or funding required. We've attempted to identify the level of effort and/or funding required from the vantage point of the organization(s), group(s), or individual(s) spearheading the effort. And while we desired to start all activities as soon as possible, we are constrained by human time and talent and funding capacity. Over twenty organizations participated in prioritizing the schedule for initiating the activities. This plan will also be shared with families to receive their input.

This is a living document and reflects the most pressing priorities to make a positive impact for families in Transylvania County. The intent is to reexamine priorities and accomplishments on an annual basis and to adjust the activities within the plan accordingly.

FAMILY EDUCATION & ENGAGEMENT ACTIVITIES

1) Develop a GetSet Marketing and Communication Plan

Many parents shared they find out about resources through word of mouth despite mass marketing efforts through social media, the local newspaper, posting flyers, etc. They also shared they are more likely to attend an event or try a resource if a trusted person invites/refers them.

The first step is to identify all the trusted communication sources throughout the county. Many GetSet organizations have a marketing strategy as well as the awareness campaign initiated through the Sesame Street in Communities Partnership. These plans can be used for a starting point. However, cultural perceptions of who is a trustworthy communicator must be taken into account.

The next step of this process is to identify trustworthy communicators (e.g. churches, community leaders, friends, relatives, childcare centers, teachers). As new trusted sources are identified, a GetSet member organization will be responsible for reaching out to that source about being an influential voice for disseminating GetSet information and will learn the most appropriate forums to disseminate information (e.g. community gatherings, social media, newspaper, website(s), fliers, texts, phone chain, etc.) in each community. Professional marketing tools are still critical and work hand-in-hand to provide the communicators with the information they need.

Lastly, the plan will provide the guidance and process for all our agencies, schools, businesses, etc. to truly coordinate and communicate activities, events, resources, etc.

Content of the plan will include dissemination strategies for the spectrum of activities from one-off events to ongoing community awareness campaigns. Awareness campaigns will include: issues children and families face across income levels to reduce stigmas of receiving resources, highlighting community benefits of positive early childhood development, etc.

Goal: Increase the number of hard-to-reach families participating in community events and resources. Develop “Information Dissemination Paths” for each community that can be leveraged by all organizations with early childhood events and programs.

High Priority: Initiate this activity by Dec 2020

Possible Outcome Measure: Six months after plan is implemented, majority of GetSet organizations agree they see noticeable increase in hard-to-reach families attending family events and using family resources throughout the county.

GetSet Organizations Involved: All GetSet stakeholder organizations and local community

ESTIMATE	COST	TIME INVESTMENT
SPONSOR START-UP	< \$1,000	20+ hours/week
SPONSOR MAINTENANCE	< \$1,000	6-20 hours/week

2) Establish a Program to Connect Families with Newborns to Available Resources

Since the birthing center closed at the local hospital, many women deliver their babies out of county or at home, typically with the assistance of a doula. Both parents and providers responded that this closure results in no clear entry point for moms of newborns to learn about resources available to them. Yes, new moms receive a bunch of mail about resources, but many new moms do not have the capacity to process and act on the information they receive.

Smart Start of Transylvania County has applied for a grant to bring the “Family Connects” program to Transylvania County. Family Connects is a community-wide nurse home visiting program for families of newborns, regardless of income or socioeconomic status. Since this program is for all parents, regardless of birth number or income, the nurse can tailor resource information for the family. These resources include applying for WIC, signing up for the Sesame Street in Communities early childhood toolkits, creating awareness of non-profits they may find helpful, connecting to pediatricians, diagnosis and assistance with post-partum depression, identifying temporary assistance services to counter costs of hospital bills, etc. Through those initial connections, families will receive referrals to new, developmentally appropriate resources.

Additionally, another grant is in review to bring Nurse Family Partnerships to the county. This program does have income qualifications and is for first-time moms. If this or another similar program comes to the county, it will be a referral source for Family Connects.

Goal: Every family with a newborn uses Family Connects and then uses at least one additional resource in the community.

High Priority: Initiate this activity by Dec 2020

Possible Outcome Measure: Sixty percent of moms and newborns receive at least one home visit within four weeks after birth; 75% of concerns noted by the nurse visitor (e.g. maternal and infant health concerns, home safety issues, breastfeeding, depression and mental health needs, substance use, domestic violence and relationship issues, child care access, parenting education, family planning, financial concerns, social support) were addressed/fixed/followed up on.

GetSet Organizations Involved: Health Department, DSS, Smart Start of Transylvania County, The Family Place, Connect, Trillium Learning, Hendersonville Pediatrics.

ESTIMATE	COST	TIME INVESTMENT
SPONSOR START-UP	>\$10,000	6-20 hours/week
SPONSOR MAINTENANCE	>\$10,000	6-20 hours/week

3) Expand Geographical Reach of Family-Friendly Events and Education

Our county government, businesses, and non-profits sponsor many family-friendly festivals and events throughout the year; however, most are in the city of Brevard or in the Pisgah Forest sports complex. Many families in outer reaches of the county have difficulty for various reasons traveling to these locations. If events required less travel, those families would be more likely to attend. Several organizations have already started to take events and services to outlying communities, such as the library bookmobile, Bread of Life food distribution times, and the Community Playgroups mobile van.

What if more providers could coordinate schedules to offer more free services at once, such as giving flu shots and hosting playgroups at the same time? More opportunities do exist for smaller scale events and services in outlying areas, such as indoor play, natural play day, splash day, family dinners in community centers, activities for dads and kids, grandparents and kids, mobile community health unit, etc.

Additionally, parents/caregivers have said they want more education/awareness on the following topics, of which many can be executed with existing Sesame Street in Communities and The Incredible Years resources:

- how to navigate the school system to advocate for their child
- workshops on specific topics play, positive discipline, social & emotional coaching, co-parenting best practices, parent advocacy, what should my child know for kindergarten? etc.

In partnership with local families, the intent of this activity is to identify the events, activities and education opportunities that would be most successful for each community to improve family engagement.

Goal: Build and maintain trusted relationships with families and communities through common experiences.

Medium Priority: Initiate this activity by Dec 2021

Possible Measure: By Dec 2022, pilot 2-3 new family friendly events in an “underserved/hard-to-reach” communities (Balsam Grove, Dunn’s Rock, Little River, Rosenwald)

GetSet Organizations Involved: Parks and Recreation, Library, Community Playgroups, Mountain Sun, The Family Place, El Centro, Rise and Shine, Mountain Roots/Earthshine

ESTIMATE	COST	TIME INVESTMENT
SPONSOR START-UP	< \$1,000	6-20 hours/week
SPONSOR MAINTENANCE	\$1,001 - \$10,000	6-20 hours/week

INFRASTRUCTURE & FUNDING ACTIVITIES

4) Expand Capacity for High-Quality Infant and Toddler Childcare

A resounding issue in our county is lack of capacity and affordability for high-quality childcare for infants and young toddlers. The cost of limited existing infant and young toddler childcare is more than the rent/mortgage of many low - to middle-class families. Additionally, the complexity and cost of meeting the licensing standards for an infant/toddler high-quality care facility or homebased care creates a significant barrier to entry. While expanding capacity cannot be fixed overnight, there are several actions to pursue to make our county more attractive for opening or expanding high-quality childcare facilities specifically for infants and toddlers.

The first component is forming a local cross-discipline team made up of local government, business owners, early educators, non-profits, and business alliances to identify incentives and resources for individuals looking to open an infant and toddler childcare facility in our county and/or current centers to expand infant/toddler care. This team would be a resource for anyone exploring how to add infant and toddler childcare capacity.

The second component is increasing the diversity of voices cohesively advocating for policy change to improve access to and quality of early childhood care and education programming. Smart Start of Transylvania County's work with the WNC Child Advocacy Network thus far has focused on unfreezing childcare subsidy vouchers and advocating for a review of the WNC market rates for childcare, which are some key issues to reduce barriers to entry and make care more affordable. As a result, a proposal and study are underway in WNC to propose an alternative subsidy rate methodology with the goal of influencing state-wide legislation around this topic, proving effective advocacy does move decision-makers to rethink the issue.

The intent of increasing diversity of voices at the local level by inviting businesses and families to join Smart Start of Transylvania County efforts to advocate for affordable childcare solutions is to give decision-makers the real-life examples of how the current policies and regulations impact families and local economies.

Goal: Have the childcare slot capacity and cost meet the demands working families who live and/or work in this county.

High Priority: Initiate this activity by Dec 2020

Possible Outcome Measure: Increase availability of infant/toddler slots by 25% within five years. Recruit and train at least five parents and three business representatives to advocate for change and be part of a community childcare advocacy group.

GetSet Organizations Involved: Transylvania County Schools, Smart Start of Transylvania County, WCCA Head Start, New Adventure Learning Center, GetSet Early Education Work Group, Tore's Home (and other local businesses), Homebased Childcare Providers, City, Town, and County Governments, Chamber of Commerce

ESTIMATE	COST	TIME INVESTMENT
SPONSOR START-UP	>\$10,000	20+ hours/week
SPONSOR MAINTENANCE	>\$10,000	20+ hours/week

5) Establish a School-Based Health Center

Many of the health care providers for families with young children are centrally located near the hospital in Brevard or in the heart of downtown Brevard. For many working families, taking a child to the doctor for wellness and sick visits means time away from work/income on which the family relies for basic needs. In discussions with Blue Ridge Community Health, the “magic wand” for having a significant impact on family engagement would be to create a school-based health center. Many health centers typically offer services for primary medical care, dental/oral healthcare, health education and promotion, mental/behavioral healthcare, substance abuse counseling, case management, and nutrition education. More information on school-based health centers can be found [here](#) on the Health Resources and Services Administration website.

Given the nascent stage of this idea, the purpose of this activity would be to begin researching the feasibility of a pilot school-based health center in Rosman, which could service elementary, middle, and high schools. Depending on how far along architectural plans are for the new middle-high school complex, this could be an opportune time.

Goal: Create an assessment of the start-up costs and on-going maintenance costs for locating a school-based health center in Rosman.

Medium Priority: Initiate this activity by Dec 2021

Possible Outcome Measure: TBD

GetSet Organizations Involved: Blue Ridge Community Health, Transylvania County Schools, Health Department

ESTIMATE	COST	TIME INVESTMENT
SPONSOR START-UP	\$1,001 - \$10,000	6-20 hours/week
SPONSOR MAINTENANCE	>\$10,000	20+ hours/week

6) Establish a Funding Foundation/Trust for B-18 Development

The county has a handful of funding sources with deep pockets; however, these continue to be tapped repeatedly. Establishing a trust with seed funding and protocol/limits for fund use will allow for longer-term, large-scale plans to be implemented outside the reporting constraints of traditional grants.

The initial steps for this activity are to contract with a fundraising consultant who has experience in this field.

Goal: Create a reliable source of funding to sustain initiatives focused on B-18 age group started through grants that have proven success in Transylvania County.

Medium Priority: Initiate this activity by Dec 2021

Possible Outcome Measure: TBD

GetSet Organizations Involved: All GetSet stakeholder organizations

ESTIMATE	COST	TIME INVESTMENT
SPONSOR START-UP	>\$10,000	20+ hours/week
SPONSOR MAINTENANCE	>\$10,000	20+ hours/week

7) Internet Connection Availability

The county has invested in bringing WiFi internet access to all the community centers throughout the county. Economically disadvantaged families of young children have expressed there is a mismatch between where internet connections are available and where they spend their time. Additionally, many parents in this population do not own a device to access the internet. Parents have suggested adding adult internet access terminals in child-friendly waiting areas/environments – perhaps some of the comfy, cozy spaces - such as the Health Department, DSS, The Haven, Sharing House, The Family Place, youth section in the library, etc.

There is also an opportunity to investigate partnering with businesses where families spend time waiting like laundromats. Businesses tend to have longer hours of service which will help families who need to perform internet activities outside of traditional business hours.

Goal: Parents living with limited resources are in closer proximity to tools they need for activities such as job applications, paying bills, filling out school forms, assistance research, etc.

Low Priority: Start this activity when there is time and resources

Possible Outcome Measure: Laptops for internet use are added to five community centers/organizations/businesses to better serve those without access.

GetSet Organizations Involved: Health Department, DSS, The Haven, Library, Sharing House, The Family Place

ESTIMATE	COST	TIME INVESTMENT
SPONSOR START-UP	\$1,001 - \$10,000	0-5 hours/week
SPONSOR MAINTENANCE	< \$1,000	0-5 hours/week

8) Clean-up/Revamp NC211

When many families do not know where to start looking for a service, they use NC211 phone service and/or NC211.org. Parents have noticed the online information in NC211 for our county is incomplete or outdated across many sectors. A concerted effort among GetSet organizations to ensure information on services they provide for families is complete and maintained for accuracy.

Goal: Each GetSet organization is included in NC211 and maintains accurate information.

Low Priority: Start this activity when there is time and resources

Possible Outcome Measure: One hundred percent inclusion and accuracy by Dec 2021

GetSet Organizations Involved: All

ESTIMATE	COST	TIME INVESTMENT
SPONSOR START-UP	< \$1,000	0-5 hours/week
SPONSOR MAINTENANCE	< \$1,000	0-5 hours/week

9) Implement NCCARE360

NCCARE360 is a new tool actively being rolled out across the state for providing electronic referral abilities among providers. Several GetSet organizations have expressed interest in having a digital referral system to track when clients connect with and use follow-up services. NCCARE360 will complete implementation rolled out across North Carolina by the end of 2020. NCCARE360 may be a collaborative platform to be used with Family Connects.

Goal: With greater connections, families receive the services that they need and service providers are better informed by having a database to track progress.

Low Priority: Start this activity when there is time and resources

Possible Outcome Measure: One hundred percent closure and feedback on referrals when implemented

GetSet Organizations Involved: All GetSet stakeholder organizations

ESTIMATE	COST	TIME INVESTMENT
SPONSOR START-UP	< \$1,000	TBD
SPONSOR MAINTENANCE	< \$1,000	TBD

LEADERSHIP & GOVERNANCE ACTIVITIES

10) Strengthen the Structure of GetSet Coalition

The GetSet Coalition was created nearly five years ago, and it has largely been an informal, grass-roots, roll-your-sleeves-up-and-leave-egos-and-agenda-at-the-door partnership. While there is no desire to lose this feeling, to collectively tackle some of the activities in this plan, a greater degree of facilitation, collaboration, and communication is required. GetSet organizations identified a host of ways to strengthen the coalition, including:

- Creating a GetSet Strategic Plan
- Formalizing member expectations
- Drafting mission statements and formalizing core membership of subcommittees
- Identifying how to share leadership responsibilities across all organizations
- Creating a roster of GetSet organizations, their POCs, and services/resources they provide and making this roster available on the GetSet website
- Increasing the content and resources on the GetSet website
- Identifying “Parent-Peer Leaders” who can attend GetSet coalition and subcommittee meetings, help to disseminate information, and serve as “cheerleaders” in empowering peers to utilize services, opportunities, events, etc. (may need to re-examine time and locations for GetSet meetings to achieve parent involvement)
- Creating “in their shoes” activities for members to better understand the processes and decisions families face and then work together to improve the system from their organizational position.
- Simulating exercises to explore the power of language to break down real or perceived equity and power imbalances between providers and families.

Goal: All organizations in the GetSet coalition have a sense of ownership for the success of the coalition activities.

Medium Priority: Initiate this activity by Dec 2021

Possible Outcome Measure: Each member POC achieves attendance at 80% of meetings (allows member to miss two monthly meetings/year)

GetSet Organizations Involved: All GetSet stakeholder organizations

ESTIMATE	COST	TIME INVESTMENT
SPONSOR START-UP	>\$10,000	20+ hours/week
SPONSOR MAINTENANCE	>\$10,000	20+ hours/week

11) Stand-up Preschool/Kindergarten Absence Task-Force

In the survey discussions, many GetSet organizations passionately talked about the effect of chronic absences in early childhood programs correlating to truancy in later school years. The charge of this group will be to investigate the common causes of chronic absence in the first years of school and develop recommendations for the GetSet coalition to act upon.

Goal: Identify root causes of absences and develop a plan to act upon them.

Low Priority: Start this activity when there is time and resources

Possible Outcome Measure: Upon plan implementation, each kindergarten child misses no more than 15 full days of school and is late no more than 20 times in a school year.

GetSet Organizations Involved: Transylvania County Schools, All NC Pre-K sites, preschools

ESTIMATE	COST	TIME INVESTMENT
SPONSOR START-UP	< \$1,000	TBD
SPONSOR MAINTENANCE	< \$1,000	0-5 hours/week

PROFESSIONAL DEVELOPMENT ACTIVITIES

12) Improve Connections Among and Learning Opportunities for Early Education Professionals

While working among the youngest in our county certainly has rewards, early education professionals face burn-out and turnover. Providing opportunities for early education professionals - working in licensed and unlicensed centers and home-based care - to connect with each other, learn and receive continuing education credits are opportunities will help to reverse burnout and keep early education professionals in the workforce.

Smart Start of Transylvania County continues to offer and connect early education professionals to statewide programs that assist in professional development and pursuit of higher education. These include: SSTC Professional Development Program, Wage\$, TEACH scholarships, Sesame Street in Communities assisted trainings, Pyramid Model of Social Emotional Behavior, Childcare Health Consultation Program and Trainings, and NC PreK Quality Improvements. A survey given to early education workers in Transylvania County in the spring of 2019 has resulted in a robust training calendar for early education professionals. Several of these existing and potentially new opportunities include:

- Continue to implement the Pyramid Trainings for educators and other trauma-informed education to include information on ACES, paths to healing, and tools to build resiliency for the community.
- Explore the opportunity to bring local community resilience training to Transylvania County via the WNC Smart Start Network and a two-year capacity-building cohort opportunity via BCBCNC Foundation. This opportunity could bring a wider knowledge to the community beyond the service providers and early educators and include more community members in the learning process to further strengthen Transylvania County and to create greater “buy-in” on the importance of early childhood.
- Continue in partnership with Southwestern Child Development Commission Inc., who offers family education and resource referrals as well as professional training opportunities for early educators
- Coordinate a dinner/happy hour/event to discuss additional topics of interest/ value to early educators.

Goal: Create a connected early childhood professional community where staff have the opportunity to advance themselves and their profession.

High Priority: Initiate this activity by Dec 2020

Possible Outcome Measure: Seventy-five percent staff retention among the early education professionals in Transylvania County; Develop a recognition program for early educators led by the Early Education Work Group of GetSet

GetSet Organizations Involved: Smart Start of Transylvania County, all full and part-time childcare and NC PreK programs, Transylvania County Schools, Early Education Work Group of GetSet

ESTIMATE	COST	TIME INVESTMENT
SPONSOR START-UP	\$1,001 - \$10,000	6-20 hours/week
SPONSOR MAINTENANCE	\$1,001 - \$10,000	6-20 hours/week

CLOSING THOUGHTS

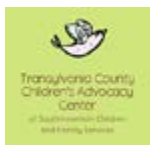
While many of the Action Plan activities capture the majority of topics shared by service providers and families, some areas need further exploration, which include:

- Expanding and strengthening services/groups for families who are raising children with special-needs
- Exploring how to partner with the CARE Coalition and other groups around substance abuse: How can we identify and support both caregivers and children who are affected by this epidemic?
- Ensuring our staff community working with families reflects the diversity of our family population. We've heard that organizations with staff who have life experience or "look like" their clients are more successful at reaching and relating to families
- Evaluating what additional programs are required for preventing child abuse and neglect, particularly child abuse and murder at the hands of boyfriends
- Exploring how to leverage opportunities of the Blue Zones Project to tangentially impact the health and wellness of families
- Supporting the formation of a coalition focused on older children (late-elementary-high school)
- Participating in the jail's re-entry program and looking for opportunities to serve caregivers and families in this group

This purpose of this plan is to align our collective goals and move us forward together. The hope is that with greater collaboration, continued conversations, additional funding and the harnessing of our collective strengths, we will make changes—big and small - to better serve the children and families in Transylvania County.

CLOSING THOUGHTS

Thank you to all the organizations who supported this effort!



APPENDIX

System Framework

This plan took into account the Family Education and Leadership Framework developed through North Carolina's State Family Engagement and Leadership Coalition. The Framework describes 7 Systems Components that comprise the Early childhood system (ECS). The ECS refers to the sectors, entities and services which serve young children birth-8 years old, which includes child care centers, schools, health care providers, community providers, social services, family support, home visiting, nutrition, parenting education and more.

The term "system component" describes areas into which system aspects can be organized and assessed. There are seven early childhood system components that can work together to promote effective Parent, Family and Community Engagement (PFCE):(from Parent, Family, and Community Engagement Framework for Early Childhood Systems, National Center on Parent, Family and Community Engagement, 2018)

1. Leadership and Governance
2. Policies, Regulations, and Standards
3. Infrastructure and Funding
4. Continuous Learning and Quality Improvement
5. Professional Development and Workforce
6. State, Regional and Community Partnerships
7. Family Education and Engagement



The activities documented in this Action Plan take into account best practices for identifying and addressing specific changes desired across the system components. The Transylvania County plan has activities in 4 of the 7 system components, excluded at this time are Policies, Regulations, and Standards; State, Regional, and Community Partnerships and Continuous Learning and Quality Improvement. The activities in this plan address community system conditions which may be barriers to change, such as mindsets, resource and power imbalances, lack of connections or needed services that contribute to lack of Family Engagement in our county. More information on the steps and process used to promote system change can be found [here](#), on the Michigan State University ABL Change Framework.

APPENDIX

Organizations Interviewed

Name	Organization	Meeting Date
Abigail Cooley	DSS	7/12/19
Tamika Hunter	Boys and Girls Club	7/15/19
Rachel Keeney	Smart Start	7/16/19
Darrell Renfroe	DSS	7/19/19
Virginia Watkins	SAFE	7/23/19
Susan Huter	Children's Advocacy Center	7/29/19
Emily Lowery	The Haven	7/30/19
Mandi Bentley	Parks and Recreation	7/31/19
Erika Brock	TC Library	8/1/19
Laura Gardner	TC Library	8/1/19
Gabi Levine	Children's Advocacy Center	8/16/19
Jennifer Anderson	Health Department	8/19/19
Stacey Gash	WCCA	8/29/19
Michael Brown	Mountain Sun Community School	8/30/19
Kelly Land	Rise and Shine	9/3/19
William Mills	Rise and Shine	9/3/19
Ann Canon	New Adventure Learning Center	9/4/19
Amy Marquez	Community Action Opportunities	9/6/19
Kathie Williams	The Children's Center	9/9/19
Andi Dye	CDSA	9/10/19
Ashley Marlow	Little Blessings	9/11/19
Charlotte Davis	Connect	9/12/19
Anna Robbins	CARE coalition	9/13/19
Amanda Shook	Blue Ridge Community Health	9/17/19
Laura Owen Galloway	PARI	9/18/19
Amy Denes	Meridian Behavioral Health	9/18/19
Liz Fuller	Brevard College	9/19/19
Kim Guice*	Children and Family Resource Center	9/19/19
Nicola Karesh	Brevard Housing	9/19/19
Will Dalton*	Hendersonville Pediatrics	9/23/19
Robin Moffitt	Center for Women	9/24/19
Elaine Russell	Health Department	9/20/19
Tara Rybka	Health Department	9/20/19
Ali Lein*	Mountain Roots and Earthshine	9/24/19
Rebecca Freeman*	Meridian Behavioral Health	9/25/19
Nan Lee*	Retired Educator	9/30/19
Ann Farash*	Hendersonville Pediatrics	9/30/19
Dawn Burgess*	Brevard Community Church	9/30/19
Shelly Webb	Sharing House	10/1/19
Jackie Curtis	Sharing House	10/1/19
Kristine Tuggle	Sharing House	10/1/19
Mary Arnauden	4H	10/2/19
Lydia Perry*	God's Way	10/2/19
Tore Borhaug	Tore's Home	10/3/19
Tara Abshire	Brevard Housing	10/8/19
Judith Nebrig*	El Centro	10/10/19
Althea Dunn*	Pisgah Collective	10/12/19

* indicates email response