



FAMILY SUCCESS ALLIANCE

STRATEGIC PLAN: 2019-2022

OUR VISION

Break the cycle of poverty so that all children and families in Orange County thrive in school, jobs, and life.

OUR MISSION

Through collaboration on shared goals, connect families in poverty to resources and uncover their power in driving equity and systems change.



ABOUT FSA

The Family Success Alliance (FSA) is an initiative to close the opportunity gap and end generational poverty in Orange County, North Carolina. We are a diverse group of families, community leaders, partners and government organizations who have come together to improve children’s chances for both educational and economic opportunities from cradle to college and career.

Orange County has one of the highest rates of income and health inequality in the state. In response to this disparity, the County Commissioners and Board of Health tasked the Health Department with spearheading this community-wide effort. FSA currently works in two “zones” within the county. The Health Department serves as the backbone catalyst for this collective impact collaboration.



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Family Success Alliance

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FSA VALUES

- 1. Be Outcome-oriented**
We are dedicated to measurable outcomes for children and families. If the data show that we are not effective, we will revise our plans until we get it right.
- 2. Understand that Relationships are “The Work”**
We are creating transformative change built on strong relationships. We first work to change ourselves. Then, through our relationships, we invite change among organizations, families, and systems.
- 3. Trust the Wisdom of Families**
FSA embraces the whole family (“2Gen approach”) and aims to be guided by their wisdom. FSA and its partners commit to embedding responsiveness to families throughout our work.
- 4. Racial Equity and Inclusion**
We seek to acknowledge and address the structures that create racial and other forms of inequities in education, health, and wealth. We believe the rich diversity of our families is an asset to be woven into our processes and systems of support.
- 5. Community Power**
Working together with families, we have the chance to uncover our individual and collective power to change circumstances for the better. We believe that our families are experts in their own lives, and together they have the capacity to develop their own solutions to the problems they face.
- 6. Accountability to the Community**
We expect to be in true partnership with families and give them the power to drive our work. We strive to create a supportive space where we can hold each other accountable to this ideal.

Adapted from Northside Achievement Zone, Minneapolis, MN

FSA GOALS



GOAL 1: Children are Healthy and Prepared for School

- Healthy births
- Access to early learning supports
- Developmentally-appropriate readiness for school

GOAL 2: Children and Youth are Healthy and Succeed in School

- Student grade-level reading proficiency
- School discipline outcomes
- Communities support the mental health of children, youth, and their families

GOAL 3: Families, Neighborhoods and Institutions Support the Healthy Development of Children

- Parents, caregivers, and youth serve as change leaders
- Communities build children’s language skills for reading
- Families move out of poverty and are financially stable
- Families have a medical and dental home
- Community institutions support equitable outcomes for all children





Zone 4 Navigator, Antonia Cortes Sanchez, meeting with an FSA family at their home.

Strategic Area: Family Empowerment

A core component of our work is the **navigator program**. This is a program in which **peer leaders build trusting relationships with families that are struggling to make ends meet**. We work with families to better understand their particular circumstances, set goals, and connect them with resources, tools and new information to drive the long term trajectory of families in our zones. Over the next three years, we will evolve the current navigator model into a more comprehensive family empowerment model. We will facilitate families coming together to learn, build on strengths and knowledge, and together work to better navigate systems and to uncover their personal and collective power to affect systems change.

Measures of Success

- The collaborative earns the trust of families and builds authentic relationships
- Families connect with resources and tools needed to achieve individual and collective goals
- Families effectively navigate the educational system and other systems relevant to their goals



In 2018 a delegation of Orange County Government employees, Family Success Alliance advisory council members, partners and staff attended the Equity Summit in Chicago, Illinois to reinforce our commitment to bring a racial equity lens to our work.

Strategic Area: Partnership

We collaborate with **cross-sector agencies to center parent expertise and priorities** as we problem-solve and work towards outcomes for families. We aim to provide a space for natural partnership and accountability to assist each other in identifying strengths and gaps in service provision. We will move in the direction of shifting more power into the hands of parents to co-create programs and initiatives in our community.

Measures of Success

- Family priorities determine what partners are at the table
- Partners and families are more effective at achieving outcomes



Zone 6 families and partners celebrating another great school year at the Family Fun Day celebration at Estes Park Apartments in Carrboro.

Strategic Area: Systems Change

A core strategy in this work is proactively participating in **dismantling institutionalized racism and systems** that are holding families back. This entails involving community members whose lives are most directly and deeply affected by poverty in leadership, decision making, holding us accountable, and telling their story. We aim to connect parents with opportunities to affect change to improve their structural and systemic priorities. We will prioritize building knowledge and tools related explicitly to racial equity and will facilitate additional analysis that leads to action.

Measures of Success

- Parents, caregivers and youth serve as change agents.
- Community institutions support equitable outcomes for all children



Zone 6 Navigator, LaKaya Craig, with her son. Zone Navigators are community leaders who have the lived experience of struggling to make ends meet and now work with FSA families with the goal of breaking the cycle of poverty.

Strategic Area: Foundational Work

To support this work with families, we will continue to build our internal infrastructure to support staff, enhance data and analytics capacity, and generate sustainable resources to support strategic goals. We will disaggregate data, when possible, to prioritize activities that reduce the power of race, ethnicity, and wealth as predictors of outcomes for children and families. **We commit to a deeper focus on systems change to reduce disparities and improve overall outcomes.** We will also explore ways to increase our reach and impact, including through expanding to new zones.

Measures of Success

- The collaborative regularly assesses what's working and adjusts course as needed
- Increase the number of families who are meaningfully engaged in FSA's family empowerment model
- New communities and elementary schools decide to partner with FSA