



Child Care Planning Council of Sonoma County Strategic Plan 2009-2012

INTRODUCTION

What is Strategic Planning?

Strategic Planning is a long-term, whole-system, disciplined planning approach that focuses on the future and produces fundamental decisions that shape and guide what an organization is and what it does. The process deeply considers the organization's environment, its resources (including people!) and the available choices. Strategies are longer-term, proactive choices.

Strategic planning benefits organizations by clarifying future directions, providing valuable information for decision-making, and aligning resources in a rational manner within a rapidly changing environment. Strategic thought and action are increasingly important to an organization's continued viability and effectiveness.

The Child Care Planning Council of Sonoma County Executive Committee met in May of 2009 to develop a strategic planning process. The launch meeting, at the Planning Council's annual retreat on June 5, 2009, was designed to engage all Council members in discussions intended to help shape the organization's strategy. The Executive Committee took the Council's input and used it to create a first draft Strategic Plan that was reviewed by the entire Council at the August 7, 2009 meeting.

Organizational Description

Legislative Authority for the Child Care Planning Council of Sonoma County is in California Education Code, Title 1, Division 1, Part 6, Chapter 2.3, Articles 1 & 2. The Sonoma County Office of Education is the Council's fiscal and legal agent and physically houses the Council.

The Council's legislated mandates are to provide a forum for the identification of local priorities for child care, and the development of policies to meet the needs identified within those priorities; to conduct countywide child care needs assessments; to create a countywide child care plan; to recommend priorities for child care funding from the California Department of Education; and to submit the needs assessments, plans and priorities to the County Board of Supervisors and County Superintendent of Schools.

The Council is composed of up to 35 members, jointly appointed by the County Board of Supervisors and the County Superintendent of Schools, with 20% in each member category (Consumers, Child Care Providers, Public Agency, Community and Discretionary).

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History

The first local child care planning efforts were launched in 1991 as a result of proposed Assembly Bill (AB) 2141 (Chapter 1187, Statutes of 1991), which would create Local Child Care Planning Councils in each county.

On May 14, 1991, the Sonoma County Board of Supervisors directed the County Administrator “to establish a Local Child Care Planning Council based upon membership suggested in AB 2141...” That same day, staff from the County Administrator’s Office convened a group of local child care providers and advocates to develop the Local Planning Council’s membership roster. Closely following the recommendations of AB 2141, the group formulated a potential membership of no fewer than 40 local organizations. This list included the County Office of Education, Social Service and Public Health Departments, Head Start Program, Homeless Task Force, the local community college and university, local resource and referral agencies, child care providers, county and municipal governments, consumers of child care services, business, labor, schools, licensing agencies, organizations serving demographic minorities, and other human services agencies.

Since members of the community, child care professionals, parents and others had long felt the need for greater coordination and advocacy for child care services within the community, the Council started meeting on a monthly basis.

On June 4, 1991 the Board officially formed the Child Care Planning Council of Sonoma County and charged it with developing a plan for use of Federal Child Care Block Grant funds. In August 1991, the plan was submitted and approved by the Board prior to submission to the California Department of Education.

In September 1991, AB 2141 passed the legislature and was signed into law by Governor Pete Wilson. The bill authorized local planning councils to determine local child care needs and to develop ongoing comprehensive planning for child care needs in each county. The Sonoma County Office of Education agreed to support the Council, and the County Board of Supervisors approved the Child Care Planning Council of Sonoma County as a standing committee in October 1992.

In 1997, AB 1542 (Chapter 270, Statutes of 1997) heralded the advent of welfare reform in California. While creating and defining California Work Opportunity and Responsibility to Kids (CalWORKs), the legislation also strengthened and broadened the role of the local planning councils. Additional mandates of AB 1542 included every five-year needs assessments and county-wide child care plans.

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Recent Accomplishments

In 2004, the CCPC completed and published the “Sonoma County Child Care Needs Assessment 2004”, and in 2008 completed an update to the Needs Assessment community profiles. In 2005, the Council published “For the Children: A Comprehensive Plan for Child Care and Learning Programs, Sonoma County 2005-2010”. The Council has continued to facilitate the community’s implementation of the “Plan” by convening and facilitating community dialogues and workgroups.

Beginning with the 2005-2006 fiscal year, the Council administered the Sonoma CARES program, funded by First 5 California, Sonoma County First 5 and the California Department of Education, Child Development Division. The program enrolled 892 participants in the first 3 years of the program, providing one-on-one professional development advising and support, and allocated stipends to the 613 who completed program requirements, furthering their education and advancing on the Permit Matrix. An additional 465 participants were enrolled for the 2008-2009 fiscal year.

In 2008, the Council’s membership expanded from 19 to 28 active members, including two Advisory Members.

In 2008-2009, the Council was awarded a grant from Sonoma County First 5 to administer the Gateway to Quality Program. The Council trained, contracted and facilitated 18 independent consultants to perform external Environment Rating Scale assessments of child care programs participating in two Sonoma County First 5 funded programs (Gateway to Quality Mini-Grants and the Child Care Connections [C3] Program).

In 2009, the Council completed the Sonoma County Child Care Needs Assessment 2009.

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MISSION, VISION, VALUES

Mission

The mission of the Child Care Planning Council of Sonoma County is to convene and inspire the community through collaboration, leadership and advocacy to promote and plan for quality child care and development for the benefit of all children (birth to 18), their families and Sonoma County.

Vision

All Sonoma County children (birth to 18 years of age) in child care and development and early learning programs, (including family child care homes, school based child care and center based care), will be cared for in programs that are safe and healthy, nurturing, stimulating, interactive, culturally appropriate and sensitive to the needs of all children. (The Council agreed that an additional operational vision was not needed, given that this existing Vision for children shapes our planning and activities.)

Values

- CCPC supports nationally and locally defined standards of quality in the care of children, including best practices in child development and education environments. The Council also recognizes the challenges to accessible, affordable care and education, and the need for a variety of settings to respond to unique barriers and family demographics.
- The concepts of diversity and cultural responsiveness are important elements in the composition of CCPC membership, goals, meeting agendas, outreach efforts, community events and in child care and development settings.
- CCPC serves to represent a broad constituency – all those concerned with the care of children and youth, birth to 18 years of age. We represent many diverse viewpoints in identifying the best interests of children and their families, and when in agreement, will advocate at the state and local level for programs, best practices and funding.

Core Functions of Organization

- Convene community stakeholders and foster local partnerships (subsidized and non-subsidized providers, county welfare departments, human service agencies, regional centers, job training programs, employers, parent organizations, local and state Children and Families Commissions, Early Start family resource centers, family

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- empowerment centers on disability, local child care resource and referral programs, and other interested parties)
- Provide a forum for the identification of local priorities for child care, and the development of policies to meet the needs identified within those priorities
- Establish priorities for State-funded child care and development services
- Conduct a Countywide needs assessment at least once every five years
- Conduct periodic reviews of child care programs funded by the Department of Education (CDE) and Department of Social Services to see if priorities are being met
- Develop a comprehensive Countywide plan for child care
- Coordinate part-day Head Start and State Preschool programs with full-day child care

ENVIRONMENTAL ANALYSIS

A "SWOT" (strengths, weaknesses, opportunities, threats) assessment was performed during the Council's annual retreat in order to identify the key issues and trends that will directly or indirectly impact the Council's work over the next several years. This was accomplished through a SWOT analysis, in which members identified the organization's strengths, weaknesses, opportunities, and threats.

Strengths

VALUES

- The Council values and promotes commitment to children at all levels of decision-making and prioritizes the best interests of children in setting goals.
- The Council also includes a diverse group and members, advisors and visitors, and prioritizes diversity in its discussions and decision-making.

COLLABORATION & COMMUNITY RELATIONSHIPS

- The Council has strong collaborative relationships with organizations and individuals focused on child and family issues, in addition to those directly related to child care and development programs. These collaborations strengthen and extend the reach of the Council's mission and activities.
- The Council has in-kind, volunteer and co-sponsoring support from other agencies, and returns such support in advocacy, administrative help and occasionally, funding.

MEMBERSHIP & MEETINGS

- Council membership includes creative thinkers who are experienced in their chosen fields and provide leadership individually and collectively in the community.
- Meetings are well-attended consistently and have a balance of new members and those who have served since the Council's inception. Such longevity enables the Council to maintain a historic perspective; new membership serves to enrich and expand on the mission as the field itself evolves.

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- Meetings have a balance of business, creative discussions and fun networking opportunities.
- Because the Council has a well-developed infrastructure, attention can be focused on external goals and activities.

COUNCIL STAFF

- Council staff is organized, efficient, and effective in coordinating multiple activities, committees, and program components. Staff work with members to succeed in setting and implementing annual goals and activities.

FUNDING

- Funding for the Council to date has been stable and sufficient for mandated activities.

Weaknesses

FUNDING

- Planning Council funding (without CAREs/AB212, Gateway to Quality, etc.) is insufficient to do more than the most basic mandates. Because the Council continues to be dependent on State and local funding, State budget cuts and local financial downturns threaten the Council's viability.

MEMBERSHIP & MEETINGS

- Council members are Inspired to do more than they can realistically achieve, especially as volunteers or representatives of other agencies who have consistently challenging workloads.
- There are not enough resources – financial and human – to accomplish what is envisioned.
- Most members attend all Council meetings monthly, and serve on more than one committee or project work group.

VALUES

- The Council needs more engagement with diverse perspectives, cultures, geographic locations, businesses, government, & individual community members to represent the diversity of all of Sonoma County.

COLLABORATIONS & RELATIONSHIPS

- The Council needs to develop media relationships and public relations to expand current collaborations and outreach efforts.
- Public awareness of the Council and its mission should be increased to include all of the public, not just organizations that work with children and families.

Opportunities

COLLABORATIONS

- The Council's Advocacy efforts could be integrated with other related advocacy networks, to collaborate on platforms, actions, and engaging businesses.
- The Council's ongoing involvement in the development of Partnership For Children can:
 - Strengthen the community

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- Increase awareness of importance of preschool/early education for economic growth
- Engage the business community
- The Council could work with local businesses to promote employer-sponsored child care facilities/vouchers
- The Council could utilize new technology for convening (teleconference, webcast, etc.)

STATE LEVEL DEVELOPMENTS

- The newly formed State Quality Improvement Committee will provide opportunities for input on field-wide definition and systems improvement.
- Expanded funding for after school programs (ASES/21st Century) provides opportunities for relationship enhancements between Child Care and Development and K-12 systems.
- State mandates regarding nutrition and healthy food provide opportunities for resources to enhance Child Care and Development program quality.
- Curriculum alignment activities among Community Colleges, and pending articulation alignment efforts between Community Colleges and the UC system provide opportunities for enhanced professional development infrastructure.

COUNTY LEVEL DEVELOPMENTS

- The county's growing Latino (and other diverse) populations provides opportunities for engagement and enrichment of the local Child Care and Development community.
- Sonoma County Department of Health Services Health Action's I-Walk Program provides opportunities for resources and networking regarding physical activity and children's health.

Threats

- State and local budget crises have resulted in a depressed local economy and cuts to Child Care and Development funding, leading to:
 - the potential loss to the Council of expertise, volunteer time
 - the potential loss of community programs/infrastructure (including cuts to Community Care Licensing which provides the foundational baseline of health and safety in Child Care and Development settings).
 - survival mode, which stops creative thinking
 - competition over resources
- The local Child Care and Development community is losing professionals due to:
 - Low wages
 - Retirement
 - Lack of benefits
 - Moving out of the area due to high cost of living
- There is a lack of understanding by public and businesses of the critical importance of Child Care and Development – “don't own it”, “not community concern”, “women's issue”, “some view K-12 more important than child care”

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- Changing county demographics present adaptive challenges in meeting needs of diverse families

Major Issues

CCPC has a strong history, purpose, membership, staff, community collaboration and partnerships, and has had stable funding. Current challenges include recent local and state economic crises, inability to plan for long-term funding stability, dependence on community and agency volunteers, changing local demographics and narrow ownership of Child Care and Development issues by the broader community.

The early care and education field as a whole confronts an inordinately complex delivery system with multiple funding streams and disparate regulations, inadequate funding, inadequate compensation for the professional workforce, community economic crises and demographic changes.

However, the field of early care and education is currently engaged in developing a cohesive field-wide identity, focus and scope. There is a growing recognition of the critical value of child care and development services to children's development, families' self-sufficiency and communities' economic survival. For example:

- at the Federal level there is increased attention and funding for Child Care and Development programming;
- at the State level there is the newly formed Early Learning Quality Improvement System Committee, and
- at the level of local businesses, there is the newly launched Early Childhood Education Initiative by the Bay Area Council of business leaders.

Upcoming opportunities for the CCPC include increased community partnerships and collaborations, development of leadership and inclusion of our diverse community, improved access to use of technology to facilitate shared information and increasing attention to and resources for workforce development.

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STRATEGIC PRIORITIES

After considering the current issues and fluctuating economic environment locally and Statewide, the Council agreed to the following strategic priorities for the coming three years:

STRATEGIC PRIORITIES	OBJECTIVE
1. Leadership	Develop community recognition and awareness of the Council as a strategic leader, stakeholder and resource in the areas of: <ul style="list-style-type: none"> • Early Learning (birth to 5) and Child Care and Development (birth to 18) • Best Practices in Child Care and Development workforce development and quality improvement activities • Best interests and needs of children (birth to 18)
2. Advocacy	Increase community and local/state government awareness and mobilize action regarding: <ul style="list-style-type: none"> • Issues in Child Care and Development • Opportunities/threats to field of Child Care and Development • Value/importance of Child Care and Development to children's and families' well-being • Connection of the well-being of children and youth with the viability of the community and local economy.
3. Diversity	Develop and support responsiveness and inclusion (of diverse cultures, perspectives, ages, etc.) in the Council and throughout the Child Care and Development field in Sonoma County.

PLANS AND ACTIVITIES

The **objectives** are broad aims; general statements of what we're trying to achieve. The **goals** are specific, measurable, achievable, relevant, and time-bound (SMART)!

Priority 1. LEADERSHIP

OBJECTIVE: Develop community recognition and awareness of the Council as a strategic leader, stakeholder and resource in the areas of:

- Early Learning (birth to 5) and Child Care and Development (birth to 18)
- Best Practices in Child Care and Development workforce development and quality improvement activities
- Best interests and needs of children (birth to 18)

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Leadership GOAL 1A	Convene community meetings and events to foster networking within and outside the Child Care and Development field, for the purpose of information exchange, mutual education, and assessing progress, as measured by: <ul style="list-style-type: none"> • the number of meetings held, • number of participants and • meeting evaluations. 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Design assessment tools for the current comprehensive Child Care Plan, 2005-2010 to measure progress and outcomes.	Sep-Dec 2009	Executive Committee
Prepare a summary of findings on the progress of the Child Care Plan.	Dec 2009 -Jan. 2010	Executive Committee
Design and implement a system for the upcoming comprehensive Child Care Plan, 2010-2015 <ul style="list-style-type: none"> • Focus groups • Partner meeting • Draft document - Revisions/editing, design/format • Printing 	January 2010 Mar 2010 Apr 2010 May - June 2010 September 2010	Executive Committee
Disseminate Comprehensive Child Care Plan 2010-1015 (cross-reference with 2-C)	Sept 2010	Executive Committee
Convene ongoing Sonoma County CDD-Contractors Collaborative	Ongoing	Coordinator
Hold annual meeting to measure Child Care Plan progress	2010-2011 and 2011-2012	Executive Committee
Hold a networking meeting for providers, parents and community members with a hot topic such as struggles and successes in the field.	Spring 2010 (with Child Care Plan Partners meeting)	Outreach Committee
Increase awareness of the importance of child care and development by engaging the broader community (service clubs, Chambers of Commerce, etc.)	Ongoing	Outreach Committee

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Leadership GOAL 1B	Improve Council recognition, visibility and influence by being a key participant in early care and education decision-making and community groups, as measured by: <ul style="list-style-type: none"> number of contacts made for the Council to co-sponsor events or provide expertise. 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Assess to what extent the Child Care and Development community knows who we are, what we do and how to get in touch with us.	October 2010- December 2010	Executive Committee Coordinator
Participate in Partnership for Children formation.	July 1, 2009 - June 30, 2010	Coordinator
Co-sponsor the Evening of Honor.	Annually	Coordinator
Participate in the Early Learner's Summit.	Annually	Coordinator
Assess what other community groups the Council should participate in (e.g. business groups, Chambers of Commerce, school linkages, etc.).	October 2010- June 2011	Executive Committee
Connect with Parent Voices to encourage parent involvement in Child Care and Development issues.	October 2009- June 2010	Executive Committee

Leadership GOAL 1C	Improve Council website to meet community's needs, as measured by: <ul style="list-style-type: none"> number of "hits" to the website. 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Survey members & constituents as to enhancements desired.	10/2009	Executive Committee
Design and add new material to Website including feedback form.	3/2010	Executive Committee
Develop links to other resources.	4/2010	Coordinator

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Leadership GOAL 1D	Monitor the re-design of the State infrastructure (State QRIS, Preschool for All, afterschool programming), and support a local targeted response, as measured by the following outcomes: <ul style="list-style-type: none"> • funding levels are preserved or increased • child-centered quality improvement activities are maintained or improved, including Community Care Licensing • proposed regulations take into consideration the need to preserve or improve access for families to funded programs 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Convene interest groups and develop a list of issues to monitor.	List – November 2009 Convene groups - Ongoing	Executive Committee Coordinator
Develop a periodic exchange to share information between State task force discussions and local interest groups	May 2010 and Ongoing	Executive Committee Coordinator
Develop link(s) on website to State task forces and local committees or groups.	November 2009	Executive Committee Coordinator
Participate/attend State meetings as needed	Ongoing	Executive Committee Coordinator

Leadership GOAL 1E	Promote and support best practices in Child Care and Development, as measured by <ul style="list-style-type: none"> • Level of participation in Council programs • Quantity of linkages with other professional development and best practice stakeholders • Longevity/expansion of programming 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Administer Workforce Development Program - CARES	Ongoing	Executive Committee Coordinator
Administer Quality Improvement Program – Gateway to Quality	Ongoing	Executive Committee Coordinator
Collaborate to support optimal child development (e.g. Violence Prevention Committee)	Ongoing	Executive Committee Coordinator Violence Prevention Committee

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Priority 2. ADVOCACY

OBJECTIVE: Increase community and local/state government awareness and mobilize action regarding:

- Issues in Child Care and Development
- Opportunities/threats to field of Child Care and Development
- Value/importance of Child Care and Development to children's and families' well-being
- Connection of the well-being of children and youth with the viability of the community and local economy.

Advocacy GOAL 2A	Develop relationships with local governmental bodies by the end of 2012, as measured by: <ul style="list-style-type: none"> • number of individual meetings/contacts and presentations, and • contacts initiated by governmental individuals/bodies. 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Visit City Councils, Board of Supervisors, etc. to make Council presentations, proactively and/or in response to emerging issues	July 2009- June 2012	Advocacy Committee
Assign a Council liaison to local governmental bodies	July 2009- June 2012	Advocacy Committee
Invite local elected officials to Council meetings	July 2009- June 2012	Advocacy Committee
Week of the Young Child – Resolutions and Child Care Tours with elected officials; coordinate and promote WOYC with other local groups	July 2009- June 2012	Advocacy Committee

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Advocacy GOAL 2B	Provide an advocacy response to emerging Child Care and Development issues as measured by: <ul style="list-style-type: none"> • Timeliness of response • Number of responses • Positive outcome of issues 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Review Advocacy Platform and set Annual Priorities	By October 2009 By October 2010 By October 2011	Advocacy Committee
Send advocacy response letters and/or emails to elected officials	July 2009- June 2012	Advocacy Committee
Research existing local advocacy networks and build collaborative advocacy partnerships (e.g. R&Rs, Parent Voices, other LPCs, etc.)	Sept-Dec 2009 and as needed	Advocacy Committee
Broaden advocacy network to include businesses and others; define reach of our response system	Jan-June 2010	Advocacy Committee Staff
Develop e-mail distribution lists and phone listings as well as email "brand" or consistent, recognizable format	Jan-June 2010	Advocacy Committee Staff
Educate and inform Council members regarding Platform and Priorities.	July 2009- June 2012	Advocacy Committee Staff
Website link to register to vote	November 2009	Staff

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Advocacy GOAL 2C	Disseminate Council materials including the Needs Assessment 2009 and Comprehensive Child Care Plan 2010-2015, in order to raise awareness, inform decision-making and effect positive change, as measured by: <ul style="list-style-type: none"> • Number of individuals and organizations receiving materials • Feedback from recipients (e.g. tear-out, e-mail) 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Develop a target list of recipients for the Child Care Plan, Needs Assessment, and other materials.	Sept-Dec 2009	Executive Committee
Develop summaries of Needs Assessment (2009) and Child Care Plan (2010-2015) based on target audiences such as parents, providers, general public, business people, legislators, etc.	NA Oct-Jan 2009 CCP: Oct 2010- Jan 2011	Executive Committee
Translate key summaries into Spanish	Apr-June 2011	Executive Committee
Disseminate Needs Assessment 2009	Oct 2009	Executive Committee
Disseminate Comprehensive Child Care Plan 2010-1015 (cross-reference with 1-D)	Sept 2010	Executive Committee

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Priority 3. DIVERSITY

OBJECTIVE: Develop and support responsiveness and inclusion (of diverse cultures, perspectives, ages, special needs, etc.) in the Council and throughout the Child Care and Development field in Sonoma County.

Diversity GOAL 3A	Develop the diversity of the Council membership, as measured by: <ul style="list-style-type: none"> extent to which membership is reflective of the broader Sonoma County community 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Assess Council's accessibility to diverse membership.	Sept 2009 & annually	Membership Committee
Assess membership with respect to demographics/categories, including those listed in Council mandates (i.e., child care consumer), and reassess on an annual basis.	Sept 2009 & annually	Membership Committee
Propose targets for membership recruitment and develop outreach tools or contacts for those categories.	Sept 2009 & annually	Membership Committee
Recruit new members	Ongoing as needed	Membership Committee

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Diversity GOAL 3B	Provide education and outreach to local Child Care and Development community to develop diversity, cultural responsiveness* and inclusion in Child Care and Development programs, as measured by <ul style="list-style-type: none"> • Numbers of distributed materials • Feedback from providers, community • Reduction in barriers and increase in access for diverse groups; more options/choices in care (e.g. hours) as reported in Needs assessment updates. • Increased workforce diversity in Child Care and Development settings 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Continue to research and develop outreach materials on diversity, cultural responsiveness and inclusion in Child Care and Development settings and workforce development, including translation as appropriate.	Jan-June 2010	Outreach Committee
Develop target list of recipients and distribute materials.	Sept 2010	Outreach Committee
Develop additional diversity resources available at Council or on Website (e.g., bibliographies, lending library of books/music, links, lists of music, community events, field trips, curriculum ideas, speakers)	Jan 2011-June 2011	Outreach Committee
Offering an event or public meeting that brings in a speaker dedicated to sharing diversity issues in Child Care and Development	Spring 2010	Outreach Committee (in collaboration with Early Learners Summit workgroup)

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Diversity GOAL 3C	Promote more diverse leadership in the Child Care and Development field, as measured by <ul style="list-style-type: none"> • Enrollment in CARES Leadership Track • Number of times information is distributed to the Sonoma County Child Care and Development community 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Encourage current Child Care and Development leaders to engage and support emerging leaders	Ongoing	Executive Committee Outreach Committee Coordinator
Distribute information to the broad Sonoma County Child Care and Development community about leadership opportunities	Ongoing	Outreach Committee Coordinator
Collaborate with other organizations to provide leadership training opportunities	Ongoing	Executive Committee Coordinator

Diversity GOAL 3D	Ensure the Council is an environment where diverse perspectives are encouraged and flourish while promoting unity and tolerance, as measured by: <ul style="list-style-type: none"> • Diversity of agenda topics and discussions • Number of in-depth discussions in which controversial subjects emerge with a variety of conflicting perspectives • Comfort level of Council members and leadership in dealing with difficult issues and opposing perspectives. 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Schedule speakers and "hot topics" quarterly who represent diverse opinions and perspectives	Jan 2010 – June 2012	Executive Committee Staff
Invite a panel of representatives from different cultures, political perspectives and/or models of service delivery to children and families	Sept 2010-April 2011	Executive Committee Staff
Convene a forum on the subject of diversity in child care, child development and education environments, including a presentation on cultural responsiveness.	Spring 2010 (with Early Learners Summit) Jan 2012 – June 2012	Executive Committee Outreach Committee Staff
Survey Council membership periodically for feedback on Council diversity development, inclusion and responsiveness	Annually	Executive Committee Staff

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