



Child Care Planning Council of Sonoma County Strategic Plan 2012-2015

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 January of 2012 to develop a strategic planning process. The launch meeting, at the Planning Council's retreat on February 3, 2012, 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 March 2, 2012 meeting. Further clarification work was done at the April 6, 2012 meeting, at the June 1, 2012 Annual Retreat and at the August 3, 2012 meeting. The final plan was approved at the September 7, 2012 Council 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 2011, the CCPC completed an update for the Supply and Demand component of the “Child Care Needs Assessment – 2009 Sonoma County”.

From 2010-2012, the Council disseminated the “Building For the Future: Our Children, Our Community - A Countywide Plan for Child Care and Development Services - Sonoma County 2010 – 2015”. The Council uses the plan to guide internal activities and Council meeting hot topics, and encourages the community’s implementation of the “Plan”.

Since 2010, CCPC has disseminated the “Sonoma County Child Care Facilities Development Handbook”, and has used it to guide meetings with the County Planning Directors Group, the City of Santa Rosa and to plan future action steps.

Since 2005-2006, the Council has 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 1712 participants in the first 5 years of the program, providing one-on-one professional development advising and support, and allocated stipends to the 1155 who completed program requirements, furthering their education and advancing on the Permit Matrix. Participants completed 5132 units and 25 degrees were received.

Since 2008-2009, the Council has administered the Gateway to Quality Program, funded with a grant from Sonoma County First 5. The Council contracts with independent consultants to perform external Environment Rating Scale assessments of child care programs participating in the Sonoma County First 5-funded Gateway to Quality Mini-Grant Program.

Council membership averages 29 active members, and includes seven Advisory Members.

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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

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centers, job training programs, employers, parent organizations, local and state Children and Families Commissions, Early Start family resource centers, family 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.

Internal Strengths

- Collaboration
- Technology proficient staff
- Advocacy
- Visibility growing, community awareness
- Membership assets: commitment, networking, wealth of knowledge and expertise, membership diversity and attitude, experience & education
- Staff
- Leadership – well informed, capable

Internal Weaknesses

- Keeping up with the information flow
- Inefficiencies – too many meetings, duplicate efforts, too much time on process and not enough on issues
- Recruitment – diversity – inability to engage potential members due to lack of technology access
- Public knowledge of who we are
- Conflict of interests at the table, members self-interest

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- Working in silos
- Lack of resources, not enough money, budget cuts cut time, resources, staff
- Tunnel vision – imbalanced focus on state of child care funding issues, concentration on subsidized child care world, staff training opportunities don't always allow funding for non-subsidized programs

External Opportunities

- Community Connections – Upstream, TK workgroup, collaborate with K-12 community, BOS, City Council support Upstream
- Social Networking
- Business Linkages
- Economic Recovery – mass transit (new funding?), SMART train for child care
- Leverage current resources

External Threats

- Societal Perceptions – public doesn't understand importance of quality child care on brain development and life-long health, increasing division between rich and poor, racism and social segregation, anti-immigration sentiments, lack of respect/value of child care profession (
- Government – public distracted by economy & political fighting, state policies propose changes, legal proposals that “make you chase your tail”, dismantle of EC systems in California, budget cuts, “realignment”, No CCPC mandate with proposed government
- Splintering of EC partners
- Economics – will TK survive?, loss of understanding of cuts and impact, families leaving Sonoma County, Increased use of licensed care, shrinking funds for children and 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, increased special needs of children, community concerns about societal and environmental conditions impacting children, 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.

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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.

Upcoming opportunities for the CCPC include increased community partnerships and collaborations (including a local emphasis on Collective Impact), development of leadership within 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	GOALS
1. Education and Awareness	<ul style="list-style-type: none"> A. Internal <ul style="list-style-type: none"> • Support CCPC member knowledge and awareness of current issues in ECE B. External <ul style="list-style-type: none"> • Develop community recognition and awareness of the value of children, families and the services that support them. • Increase recognition of the value of early care and education, ECE teachers/providers and the community benefits of high quality ECE. • Improve and develop partnerships to support children and families.
2. Advocacy - Funding & Infrastructure	<ul style="list-style-type: none"> A. Advocate for funding to sustain and increase quality early care and education programs B. Shape the development and sustainability of an integrated, diverse, effective, efficient and responsive ECE system C. Improve and develop systems to support children and families.
3. Best Practices in Child Care and Development	<ul style="list-style-type: none"> A. Provide and facilitate ECE collaboration, leadership and planning B. Provide incentives and support for ECE Workforce professional development C. Provide ECE Quality Improvement assessment services

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PLANS AND ACTIVITIES

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

Priority 1. Education and Awareness

GOALS:

A. INTERNAL

- Support CCPC member knowledge and awareness of current issues in ECE

B. EXTERNAL

- Develop community recognition and awareness of the value of children, families and the services that support them.
- Increase recognition of the value of early care and education, ECE teachers/providers and the community benefits of high quality ECE.
- Improve and develop partnerships to support children and families.

Education and Awareness OBJECTIVE 1.A.i.	Support CCPC members, prospective members and public participants to be adequately prepared for group dialogue	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Develop an ECE glossary.	2012-2013	Staff with member input
Disseminate ECE glossary		Marketing Committee
Ensure topics at CCPC meetings are presented with review/primer	2012-2013	Executive Committee
Reassess Buddy System	2012-2013	Membership Committee

Education and Awareness OBJECTIVE 1.A.ii.	Explore current key issues at CCPC meetings	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Solicit Hot Topic suggestions regularly from membership	2012-2015	Executive Committee

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Ensure timely inclusion of broad range of critical issues in Hot Topics/Public Policy discussions, including impact on ECE of current political/economic decisions	2012-2015	Executive Committee
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Education and Awareness OBJECTIVES 1.B.i.	<ul style="list-style-type: none"> • Convene ECE community, business, community and government to educate, engage and build relationships • Disseminate information about ECE to the community 	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Plan Week of the Young Child activities	2012-2015	Advocacy and Outreach Committee
Promote Week of the Young Child		Marketing Committee
Involve child care professionals in education and awareness efforts	2012-2015	Marketing Committee
Disseminate information messages using a variety of tools, e.g. utilize Social Media and on-line tools (e.g. Facebook, "Petaluma Patch"); develop tailored Talking Points/messages to the audiences (e.g. brain development, economic impact); develop video/materials for targeted groups; collaborate with partners to use billboards, TV/Radio opportunities; hold a community forum or Town Hall	2012-2013	Marketing Committee
Collaborate with other movements and sectors in the county to build on existing collaborative efforts; include reports at CCPC meetings about other efforts	2012-2015	Executive Committee Advocacy Committee Marketing Committee
Expand CCPC membership and connections, e.g. recruit staff from Press Democrat as CCPC member, offer to serve as consultants to businesses	2012-2015	Membership Committee Marketing Committee
Support Partnership for Children; distribute PFC Stickers to business	2012-2015	Executive Committee

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Priority 2. Advocacy - Funding & Infrastructure

GOALS:

- A. Advocate for funding to sustain and increase quality early care and education programs
- B. Shape the development and sustainability of an integrated, diverse, effective, efficient and responsive ECE system

Advocacy - Funding & Infrastructure OBJECTIVE 2.A/B.i.	Build relationships with influential stakeholders in order to maximize advocacy effect; have a presence and build relationships with political officials	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Collaborate on Legislative activities (e.g. local Leg breakfast, Leg visits, communications with Leg Women’s Caucus, etc.)	2012-2015	Advocacy Committee plus Council members
Identify and perform specific activities to Collaborate: with state and local organizations; with partners who already have visibility and impact (e.g. Academy of Pediatricians); on advocacy actions; to use billboards, TV/Radio opportunities, etc. for advocacy messages	2012-2013 – focus on Government 2013-2014 – focus on business 2014-2015	Advocacy Committee , Marketing Committee plus Council members, and Staff

Advocacy – Funding & Infrastructure OBJECTIVE 2.A/B.ii.	Develop proactive advocacy positions	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Explore taking a position on 2012 Tax Initiatives	2012-2013	Advocacy Committee plus Council members
Participate in realignment discussions	2012-2013 2013-2014	Advocacy Committee, Council and Staff
Develop response to proposed budget cuts with funding priorities	2012-2015	Executive Committee Advocacy Committee Marketing Committee
Engage with Upstream/economic policies	2012-2015	Executive Committee Staff

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Advocacy - Funding & Infrastructure OBJECTIVE 2.A/B.iii	Communicate advocacy positions	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Research and utilize existing Advocacy Tools	2012-2015	Advocacy Committee Marketing Committee
Provide targeted data to legislature	2012-2015	Staff Marketing Committee
Recruit a local celebrity as a champion	2013-2014	Advocacy Committee
Convert the opposition - target advocacy messages to legislators and public who are not supportive of investing in child care	2013-2014 and 2014-2015	Advocacy Committee Marketing Committee
Redo Economic Impact Report	2013-2014	Executive Committee Staff
Promote Child Care Plan	2014-2015	Executive Committee Marketing Committee

Priority 3. Best Practices in Child Care and Development

GOALS:

- A. Provide and facilitate ECE collaboration, leadership and planning
- B. Provide incentives and support for ECE Workforce professional development
- C. Provide ECE Quality Improvement assessment services

OBJECTIVE 3.A.i.	Provide a forum for the identification of local priorities for child care and to develop policies to meet the needs identified within these priorities	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Hold regular CCPC meetings	Monthly (2012-2015)	Executive Committee Staff
Collaborate to support optimal child development (e.g. CDD-Contractors Collaborative, Child Care Facilities Development, Early Violence Prevention)	2012-2015	Best Practices/Professional Development Committee Staff

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Determine priority areas for CDD funding	2012-2015	Staff and Data Work Group
Facilitate the Voluntary Temporary Transfer of Funds process	Annually 2012-2015	Staff
Publish a Needs Assessment	2012-2013 2013-2014	Staff Needs Assessment Work Group Marketing Committee
Disseminate Needs Assessment		
Prepare for a 2015 county-wide Child Care Plan	2013-2014 2014-2015	Child Care Plan Committee Staff

OBJECTIVE 3.B/C.i.	Promote the professionalization and increased education of the local ECE workforce	
ACTIVITIES	DATE	COMMITTEE/PERSON RESPONSIBLE
Administer Workforce Development Program - CARES Plus	Ongoing	<ul style="list-style-type: none"> • Executive Committee • CARES Plus Work Group • Staff
Administer Quality Improvement Program – Gateway to Quality and CLASS assessments	Ongoing	<ul style="list-style-type: none"> • Executive Committee • Staff
Collaborate with partners to do a second ECE Workforce Survey	2012-2013 or 2013-2014	<ul style="list-style-type: none"> • Executive Committee • Staff
Collaborate on local child care conference, event, webinar, etc., as opportunities arise, including a focus on evidence-based practices.	2013-2014	<ul style="list-style-type: none"> • Best Practices/Professional Development Committee • Marketing Committee

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