



# **Child Care Aware<sup>(R)</sup> of Steuben and Schuyler**

**2021-2024**

**Strategic Plan**



A deparatament of Pro Action of Steuben and Yates, Inc.

## Introduction

Child Care Aware(R) of Steuben and Schuyler (CCAoSS) has made significant accomplishments in the past five years, including becoming the first NACCRRRA Quality Assured Child Care Resource & Referral agency in the nation. Positioned firmly as a sector leader, CCAoSS is ready to set a course for the next five years that builds on the organization's strengths and focuses its resources on its most important, mission-focused work. An outside consultant, Nonprofit Research & Management Services (NRMS), facilitated the strategic planning process.

## Method

The strategic planning approach included a review of existing customer feedback about services as well as an internally driven audit of activities, and an external stakeholder survey. Staff and managers worked in group sessions to assess organizational activities along a continuum of impact according to five criteria. Using the findings of these evaluation methods, NRMS developed a situation analysis to assess the status of CCAoSS's activities in the context of their overall mission impact and financial performance.

During the activities audit, staff and managers expressed ideas for ways to improve mission impact and performance excellence. Each group prioritized these ideas by reporting in an all-hands session the ideas that had generated the most enthusiasm during the group break-out sessions. These ideas contributed to the development of tactical responses to the findings of the overall situation analysis. Some of the findings were:

- Review of existing customer feedback findings was customers rate their need for and value of service higher than staff thought.
- Review of the external stakeholder survey indicated the greatest share of respondents expressed a belief that there is a growing level public will for a strong early care and education system.

With the insight developed through the internal activity audit and the external feedback of customers and stakeholders, CCAoSS considered a range of possible strategies for improving its effectiveness in advancing its mission. The following goals were developed, which also fits into CCAoSS's Marketing, Communications and Fund Development plans. The intent of these goals is to serve all of Steuben County's population across demographic/income levels, including underserved and special needs.

This plan is presented to all CCAoSS staff for input annually and reviewed with the Board once a year. Based on their input, revisions may be made if appropriate. The Director of CCAoSS is responsible for directing the implementation of the plan, supported by the CCAoSS Coordinators.

**Goal #1 - AVAILABILITY**

Outcome (#1): Build and stabilize the supply of regulated providers.

*Strategy:* Invest in and grow the impact of relevant “star” activities developed in the internal activity audit.

*Activities: (Mission-level)*

- Ensure adequate staff capacity to proactively recruit new providers into the regulated market
- Influence greater demand amount parents for high quality care
- Effectively retain existing providers in the regulated care market

*Activities: (Program-level)*

- Equip staff with resources to perform their functions efficiently and effectively

*Measurement Indicator:*

- Net annual gain of providers and/or slots in the regulated market

*Resources:* All CCAoSS staff (*Lead Person: Registration Coordinator*)

- Supplies – office supplies
- Space – office
- Technology – computer hardware/software, email, internet, website
- Other equipment – printer, copier, fax
- Financial – budgets (staff time, supplies, filing cabinets, share management drive)
- Appropriate staff training and development

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**Goal #2 - ACCESSIBILITY**

Outcome (#1): Connect parents with child care options that meet their complex needs.

*Strategy:* Invest in and grow the impact of relevant “star” activities developed in the internal activity audit.

*Activities: (Mission-level)*

- Broaden parent usage of CCR&R service
- Develop innovative responses to families’ complex needs that exceed current offerings

*Activities: (Program-level)*

- Tracking system that captures data to generate necessary insight to improve accessibility through the CCR&R service
- Educate staff about the 2-1-1 service

*Measurement Indicator:*

- Increase in number of parents who use CCAoSS's CCR&R service
- Increase the number of parents who find care using CCAoSS's services

*Resources:* All CCAoSS staff (*Lead Person: Family Services/Subsidy Coordinator*)

- Supplies – office supplies
- Space – office
- Technology – computer hardware/software, email, internet, website
- Other equipment – printer, copier, fax
- Financial – budgets (staff time, supplies, filing cabinets, share management drive)

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*Outcome (#2):* Connect parents with child care options that meet their complex needs.

*Strategy:* Close or give away relevant “stop sign” activities (parent engagement)

*Activities: (Mission-level)*

- Partner with Steuben Family Enrichment Collaborative on the common strategy to increase demand for high quality care (parent engagement give-away)

*Activities: (Program-level)*

- In partnership with Steuben Family Enrichment Collaborative, build a relationship with an existing donation store to provide coupons parents can receive at parent engagement events to spend there

*Measurement Indicator:*

- Established partnership to fulfill parent engagement milestones

*Resources:* All CCAoSS staff (*Lead Person: Family Services/Subsidy Coordinator*)

- Supplies – office supplies
- Space – office
- Technology – computer hardware/software, email, internet, website
- Other equipment – printer, copier, fax

- Financial – budgets (staff time, supplies, filing cabinets, share management drive)

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**Goal #3 - AFFORDABILITY**

Outcome (#1): Reduce child care fee burden for parents.

*Strategy:* Invest in and grow the impact of relevant “star” activities developed in the internal activity audit.

*Activities: (Program-level)*

- Expedite enrollment and recertification processes
- Mandatory parent orientation at the time of enrollment
- Intra-department process to improve efficiency and effectiveness of legally exempt provider enrollment

*Measurement Indicator:*

- Time to enroll families in subsidy fee assistance program reduced by one full work day.

*Resources:* Subsidy and CCR&R staff (*Lead Person: Family Services/Subsidy Coordinator*)

- Supplies – office supplies
- Space – office
- Technology – computer hardware/software, email, internet, website
- Other equipment – printer, copier, fax
- Financial – budgets (staff time, supplies, filing cabinets, share management drive)

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**Goal #4 - QUALITY**

Outcome (#1): Foster child care quality improvement and support it with critical resources.

*Strategy:* Invest in and grow the impact of relevant “star” activities developed in the internal activity audit.

*Activities: (Mission-level)*

- Increase participation in quality assessment and improvement activities offered by CCAoSS

*Activities: (Program-level)*

- Increase effectiveness of TA services through bi-monthly check-ins
- Increase effectiveness of training sessions by establishing an agreement with Registrars and Licensors to enforce Plan of Action
- Expand access to Eat Well, Play Hard (EWPH) program

*Measurement Indicator:*

- Increase number of quality improvement plans and, among these, increase by 85% the percentage demonstrating that quality improvement occurred.

*Resources:* Registration, CACFP and Quality staff (*Lead: Quality Enhancement Coordinator*)

- Supplies – office supplies
- Space – office
- Technology – computer hardware/software, email, internet, website
- Other equipment – printer, copier, fax
- Financial – budgets (staff time, supplies, filing cabinets, share management drive)

*Outcome (#2):* Foster child care quality improvement and support it with critical resources.

*Strategy:* Keep but reduce the costs of relevant CCAoSS “heart” activities (children’s health initiatives, MAT training, health care plans).

*Activities: (Mission-level)*

- Increase participation in the health consultancy and training services and expand fee for service
- Build awareness of the need for amending health care plans

*Activities: (Program-level)*

- Improve health consultancy program efficiency and effectiveness

*Measurement Indicator:*

- These activities break-even financially with potential to generate excess revenue

*Resources:* Health Care Consultant/Education/Registration (*Lead Person: Registration Coordinator*)

- Supplies – office supplies
- Space – office
- Technology – computer hardware/software, email, internet, website
- Other equipment – printer, copier, fax

- Financial – budgets (staff time, supplies, filing cabinets, share management drive)

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**Goal #5 – CONTEXT FOR EXCELLENCE**

Outcome (#1): Create internal organizational conditions for success.

*Strategy:* Develop an internal culture of excellence and support it with necessary resources.

*Activities: (Mission-level)*

- Recognize and support staff role in CCAoSS’s sector leadership in performance and accountability
- Motivate staff to become stewards of CCAoSS’s mission

*Activities: (Program-level)*

- Sufficient administrative staffing levels to fully support mission center activities
- Leading edge data and information systems to facilitate knowledge generation and sharing
- Educate staff about 2-1-1 Give Help as a way to find community volunteer opportunities

*Measurement Indicator:*

- Majority of staff agree that “my work environment and culture create conditions for me to grow as a person and contribute meaningfully to the larger goals of the organization”.

*Resources:* All CCAoSS staff (*Lead Person: Director*)

- Supplies – office supplies
- Space – office
- Technology – computer hardware/software, email, internet, website
- Other equipment – printer, copier, fax
- Financial – budgets (staff time, supplies, filing cabinets, share management drive)

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Outcome (#2): Create the conditions for success.

*Strategy:* Build public and political will for a strong early care and education system.

*Activities: (Mission-level)*

- Cultivate a deeper understanding of and appreciation for the importance of the child care sector.
- Increase parent demand for high quality early care and education
- Heighten the sense of value providers see in the role there work has in fostering school readiness.
- Review, update, and develop Employer, Community, and School Readiness Plan

*Measurement Indicator:*

- Initiate a public survey that operationalizes key concepts of “public will” to gather a baseline in year one and assesses progress in year five.
- Updated plans

*Resources:* All CCAoSS staff (*Lead Person: Director*)

- Supplies – office supplies
- Space – office
- Technology – computer hardware/software, email, internet, website
- Other equipment – printer, copier, fax
- Financial – budgets (staff time, supplies, filing cabinets, share management drive)

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*Outcome (#3):* Create the conditions for success.

*Strategy:* Marshall public/political will to engage external stakeholders as advocates for policies—and backers of initiatives – that advance a strong early care and education system.

*Activities: (Mission-level)*

- Establish new, and strengthen existing, relationships with external stakeholders
- Leverage relationships to cultivate a group of “champions” to take action in support of public policy objectives that increase affordability, availability, accessibility or quality in child care.
- Engage external stakeholders in the community as supporters of defined projects that increase affordability, availability, accessibility, or quality
- Review, update, and develop new Public Policy plan

*Measurement Indicator:*



- Track levels of engagement in terms of number of third party funders supporting work and/or number of individuals agreeing to participate as “champions” for early care and education.
- Updated plan

*Resources: All CCAoSS staff (Lead Person: Director)*

- Supplies – office supplies
- Space – office
- Technology – computer hardware/software, email, internet, website
- Other equipment – printer, copier, fax
- Financial – budgets (staff time, supplies, filing cabinets, share management drive)

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