



CHILD CARE RESOURCES OF ROCKLAND, INC.

STRATEGIC PLAN

2019-2021

I. Mission and Vision

Child Care Resources of Rockland, Inc. (CCRR) will ensure the agency engages in outcome-based planning, implementation, and evaluation and that CCRR services are consistent with the mission and goals of the agency.

Agency Mission:

Our mission is to promote, support and enhance the healthy development of all children by:

- Providing resource and referral services for families seeking accessible, affordable, quality early childhood and school age care and education;
- Offering training, support and resources to the early care and education workforce as well as public and private schools;
- Connecting with business leaders and public officials to emphasize the value of quality child care to the economic vitality of Rockland County;
- Advocating for increased investment in quality child care and education;
- Collaborating with strategic partners to enhance our collective abilities to address the needs of the community now and in the future.

Agency Vision:

Child Care Resources of Rockland, Inc. believes all children deserve quality child care and early education. By supporting our children from birth through the school years, we build an essential foundation for our families, schools, businesses and communities.

CCRR is recognized as the leading resource for quality child care and early education services, providing leadership, guidance and information for our community, partners, business leaders and elected representatives.

II. Introduction:

The Board of Directors of Child Care Resources of Rockland, Inc. (CCRR) believes in the importance of a clear, well thought-out Strategic Plan which clearly defines the purpose of the organization and establishes realistic goals and objectives consistent with our mission and vision. This plan will answer the following questions: what goals does CCRR want to accomplish; what outcomes will accomplish these goals; and how will our goals and the outcomes impact the community.

This Strategic Plan includes measureable, outcome-based goals as determined by the CCRR Board of Directors through its strategic planning process: a Board/Staff retreat, compilation and review of issues and recommendations by the Long Range Planning Committee with continuous input from staff and board members; with final approval by the full CCRR Board of Directors. Specific Agency Plans are developed and updated to guide the work of the board and staff and to detail objectives that will meet the goals of this Strategic Plan.

CCRR must address the needs of the children and families of Rockland County now and in the future by identifying needed services, particularly for underserved populations; develop strategies to provide these services; and plan for implementation of programs to meet those needs. CCRR assesses services to consumers in a comprehensive manner, incorporating aspects of the Board approved Strategic Plan. CCRR utilizes these assessments to enhance and ensure the effective delivery of services to all consumers¹. In particular, CCRR identifies underserved populations via the Needs Surveys and input from parents, providers, businesses, and the local community. Once identified, CCRR develops specific programs to target their needs².

According to the 2010 Census, 72,550 children between the ages of birth and age 14 live in the County³. We want to increase the number of children referred to child care programs and increase the number of families accessing affordable, quality child care (see CCRR Parenting Education and Engagement Plan).

Illuminating the services offered by CCRR and increasing awareness and knowledge of CCRR's resources will enable individuals, agencies, organizations and businesses to take advantage of these resources for the benefit of our children. CCRR creates, reviews, and maintains a Marketing/Communications Plan, updated annually. Information received from CCRR board and staff members and external consumers is used to

¹ CCRR Assessing Service Delivery Policy and Procedure, 2017

² CCRR Underserved Populations Policy and Procedure, 2017

³ <http://factfinder2.census.gov/faces/tableservices/isf/pages/productview.xhtml?src=bkmk>

inform the Plan. The Plan will be used by the Board of Directors and Staff Members to inform their marketing and communications work about CCRR⁴. Additionally, CCRR develops and annually updates information about Advocacy and Public Relations as part of the Marketing and Communications Plan. CCRR collaborates with other CCR&Rs, the state network, and other early education advocacy organizations to foster state and national legislative support (including funding for CCRR). CCRR develops unified public policies, messages, and materials to inform and engage parents providers, business and community leaders, and the media, on child care public policy, issues, and trends. CCRR's public policy messages support high quality services for all parents, providers, children, and the agency⁵ (see CCRR Marketing and Communications Plan).

One component of quality child care is a well-trained, well-paid workforce. This will provide for higher quality child care providers, in turn raising the quality of child care for children in the County. CCRR ensures that training is offered to meet the unique needs of: family child care providers (FCC), center staff providing care to infants, toddlers, preschoolers and children with special needs, center directors and school age program (SA) staff, relative caregivers, and pre-kindergarten programs. CCRR also ensures training is offered to help unregulated, non-relative caregivers become regulated. Training opportunities are offered in the top two most frequently spoken languages (English and Spanish) appropriate to the needs of the providers in the service delivery area⁶. (See CCRR Provider Services: Training and Technical Assistance Plan).

To accomplish these goals, CCRR strives to maintain the agency's income and funding. Our Fund Development Plan guides the board and staff to set realistic income goals with respect to the annual budgeting process. This plan is inclusive of strategic steps required to reach those goals, as well as board and staff responsibilities in accomplishing the plan. This plan identifies targeted financial goals necessary to support the fiscal year operating budget. The plan will be reviewed and revised annually in conjunction with revisions to the operating budget⁷.

In 2017, CCRR connected with donors, businesses and community organizations⁸; we anticipate the number of corporate/business sponsorships/relationships will increase by one per year over the next three years as we continue to promote CCRR's mission and vision to stakeholders in Rockland. As a result, CCRR will endeavor to increase our net over the three year period with donations, stakeholder/individual donations and special events fundraising; and identify and provide the mission related services/projects that should be offered/managed by CCRR within three years (see CCRR Marketing and Communications Plan).

Without a strong Board of Directors, no non-profit can accomplish its goals. We seek out potential Board Members by reaching out to and consulting with community stakeholders. Whenever possible, CCRR seeks to recruit board members who are representative of CCRR consumers

⁴ CCRR Marketing and Communications Plan, 2017

⁵ CCRR Public Policy Agenda Policy and Procedure, 2017

⁶ CCRR Meeting Unique Provider Needs Policy and Procedure, 2017

⁷ Fund Development Plan, 2017-2018

⁸ CCRR Annual Report 2016

in the service area as well as representatives of the population in Rockland County.⁹

Finally, without a committed, knowledgeable, and focused staff, CCRR cannot function. Since its founding in 1974, CCRR staff members have been known for their dedication and expertise. Affording 100% of staff members the opportunity to receive their required minimum 24 hours of professional development/training per year¹⁰ through in-service and/or outside training services will ensure a knowledgeable staff familiar with early child care policies, procedures and guidelines, including this Strategic Plan.

⁹ CCRR Board Recruitment Policy and Procedure, 2017

¹⁰ CCRR Staff Professional Development Plan Policy and Procedure, 2016

III. Goals

- 1) Increase the agency's income/funding levels over 2017-2018 levels
 - a) resource and referral service; (Parenting Education and Engagement Plan)
 - b) training and technical assistance; (Provider Services: Training and Technical Assistance Plan)
 - c) support and resources to the early care and education workforce as well as public and private schools; (Program Standards and Support Services Plan)
 - d) advocacy for increased investment in quality child care and education at the local, state and national levels (Marketing and Communications Plan)
- 2) Promote CCRR's mission and vision by connecting with parents, providers, community agencies, business leaders and public officials to emphasize the value of quality child care to the economic vitality of Rockland County (Marketing and Communications Plan)
- 3) Address the needs of the community now and in the future by identifying needed services, which includes underserved populations; develop strategies to provide these services; plan for implementation of programs to meet those needs
- 4) Identify and provide opportunities for staff growth and development
- 5) Identify and provide opportunities for Board growth and development



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1. Increase the agency's income/ funding over 2016-2017 levels	a) Develop one (1) new fundraiser with a monetary goal.	<ul style="list-style-type: none"> Fund Development Committee; Marketing/ Public Relations Committee Executive Director 	<ul style="list-style-type: none"> Within the three year strategic plan timeframe 	<ul style="list-style-type: none"> \$5,000 net income over the three years After the first year, identify the mission related services/projects that should be offered/ managed by CCRR; in the second year an implementation plan will be developed; in the third year the service will be provided 		<p>Ongoing; report at each BOD meeting; Survey BOD/staff/ participants; Compare with prior year to determine the impact on the community.</p> <ul style="list-style-type: none"> Executive Director meets with Finance Director; reports to the Executive Committee/BOD
	b) Investigate corporations to see what funding might be available.	<ul style="list-style-type: none"> Fund Development Committee Marketing/Public Relations Committee Executive Director 	<ul style="list-style-type: none"> Within the three year strategic plan timeframe 	<ul style="list-style-type: none"> Increase the total number of businesses/corporate sponsorships/relationships by 1 per year. 		<ul style="list-style-type: none"> Survey BOD/staff/participants; Compare with prior year Executive Director meets with Finance Director; reports to the Executive Committee/BOD

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	c) Research and apply for one new grant/contract opportunity	<ul style="list-style-type: none"> Executive Director Management Team 	<ul style="list-style-type: none"> Apply for one per each budget year 	<ul style="list-style-type: none"> At least one new grant is accepted to fund a new program per strategic plan timeframe 		<ul style="list-style-type: none"> Compare with prior year Executive Director meets with Finance Director; reports to the Executive Committee/BOD
	d) Agency creates and utilizes a "solicitation for donations" to be included in parent packets.	<ul style="list-style-type: none"> Fund Development Committee Director of Family, Community and Operations Marketing and Public Relations Coordinator 	<ul style="list-style-type: none"> 2017 	<ul style="list-style-type: none"> \$1,000 will be received each year 		<ul style="list-style-type: none"> Executive Director meets with Finance Director; reports to Executive Committee/BOD
	<p>e) Solicit grants/funding to underwrite the true cost of the CCRR Annual Conference for providers to keep participant costs low.</p> <p>Solicitation to parents to sponsor their child care professional to</p>	<ul style="list-style-type: none"> Director of Professional Development and Quality Enhancement Services Director of Family, Community and Operations Services 	<ul style="list-style-type: none"> January-April 2019 (Legislative Member Support) Letters to parents when conference brochures are mailed and when new training calendars are published 	<ul style="list-style-type: none"> CCRR will receive enough funding to keep the cost to providers at or about \$15 per attendee in 2019 2 child care professionals will receive scholarships to conference or professional development each year 		<ul style="list-style-type: none"> Executive Director meets with Finance Director; reports to Executive Committee/BOD

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	attend CCRR Annual Conference and/or professional development					
2. Promote CCRR's mission and vision by connecting with parents, providers, community agencies, business leaders and public officials to emphasize the value of quality child care to the economic vitality of Rockland County	a) Review and update the parent education and engagement plan.	<ul style="list-style-type: none"> Family Community and Operations Services ; Programs Committee 	<ul style="list-style-type: none"> Complete each year by November board meeting 	<ul style="list-style-type: none"> Board of Directors approves plan at November board meeting for use the following year. Plan is annexed and made part of this Strategic Plan 		
	b) Work with RCAN members to re-evaluate the success/ format of the annual legislative forum Host annual Children's Legislative Forum	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> January-September 2019 Held February/March of each year 	<ul style="list-style-type: none"> CCRR and RCAN will determine if/how a 2020 Legislative Forum will take place based on RCAN and CCRR BOD feedback Increase parent attendance by 5 at the children's Legislative Forum 		

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	c) Visits to Federal, State and Local elected representatives	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Complete each year 	<ul style="list-style-type: none"> Executive Director attends National, State and/or Local events at least one per year. 		
	d) Place agency written materials in businesses and community areas	<ul style="list-style-type: none"> Marketing and Public Relations Committee Staff 	<ul style="list-style-type: none"> ongoing 	<ul style="list-style-type: none"> Monthly reports from staff members report that at least one staff member each month has distributed materials At least one Board Member will report sharing materials at each board meeting. 		<ul style="list-style-type: none"> Monthly reports from staff BOD reports at meetings
	e) Review and update CCRR's training and technical assistance plan	<ul style="list-style-type: none"> Programs Committee Professional Development and Quality Enhancement Department 	<ul style="list-style-type: none"> Complete each year by November board meeting 	<ul style="list-style-type: none"> Board of Directors approves plan at November board meeting for use the following year. Plan is annexed and made part of this Strategic Plan 		<ul style="list-style-type: none">
	f) Review and update Marketing and Communications Plan (includes Advocacy and Public Relations Plan) to include businesses and community	<ul style="list-style-type: none"> Marketing and Public Relations Committee; Director of Family, Community and Operations Services 	<ul style="list-style-type: none"> Complete each year by November board meeting 	<ul style="list-style-type: none"> Board of Directors approves plan at November board meeting for use the following year. Plan is annexed and made part of this Strategic Plan 		<ul style="list-style-type: none">

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	(Underserved to include: Relative providers, regulated providers and Spanish speaking providers)					
	g) Develop and maintain Provider Services Standards and Support Plan	<ul style="list-style-type: none"> Programs Committee Director of Program Standards and Support Services 	<ul style="list-style-type: none"> Complete each year by November board meeting 	<ul style="list-style-type: none"> Board of Directors approves plan at November board meeting for use the following year. Plan is annexed and made part of this Strategic Plan 		<ul style="list-style-type: none">
	h) (new) Promote the Vision for Young Children in Rockland County	<ul style="list-style-type: none"> Executive Director Marketing and Public Relations Committee 	<ul style="list-style-type: none"> January 2019 	<ul style="list-style-type: none"> Timelines set for completing tasks 		<ul style="list-style-type: none">
	i) (new) Offer to survey the child care needs of the employees of one large business	<ul style="list-style-type: none"> Marketing and Public Relations Committee 	<ul style="list-style-type: none"> October 2018 	<ul style="list-style-type: none"> One business will survey their employees about the child care needs. CCRR will analyze and provide feedback 		<ul style="list-style-type: none">

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3. Address the needs of the community now and in the future by identifying needed services, which includes underserved populations; develop strategies to provide these services; plan for implementation of programs to meet those needs	a) Training and TA Survey tailored to: - Home based providers - Center based staff - Center and School Age Care program Directors - Registrars and Licensors - Trainers - Community	<ul style="list-style-type: none"> Director of Professional Development and Quality Enhancement Services Director of Family, Community and Operations, Services 	<ul style="list-style-type: none"> Surveys will be distributed in August of every year. Analysis of survey will impact the training schedule for the following calendar year. Surveys will be distributed in English and Spanish 2019: Surveys out in April or May instead of August 	<ul style="list-style-type: none"> 20% return of surveys distributed 		<ul style="list-style-type: none">
	b) Parent Education and Engagement Survey	<ul style="list-style-type: none"> Director of Family, Community and Operations Services Director of Professional Development and Quality Enhancement Services 	<ul style="list-style-type: none"> From January through April conduct annual Parenting Education and Engagement Survey, in English and Spanish, of Rockland County parents via email, mail, insertion in Consumer Education 	<ul style="list-style-type: none"> 20% return rate of Parenting Education and Engagement Survey Generate 2-4 topic areas for Parenting Education and Engagement per year. 		

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			Packets and website. <ul style="list-style-type: none"> • Provide Parenting Education and Engagement Surveys at various events and visibilities CCRR attends as well as at the front desk, Parenting Education and Engagement Workshops and in locations parents frequent such as child care programs and nursery schools. • February – March: Place Parenting Education and Engagement Survey in 2017-2018 PreK Applications • Compile data from Parenting 			

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			Education and Engagement Survey results.			
	c) Salary and Tuition Survey	<ul style="list-style-type: none"> Director of Program Standards and Support Services Director of Family, Community and Operations Services 	<ul style="list-style-type: none"> Conduct and analyze data every three years (Spring of 2019) Fall of 2018 	<ul style="list-style-type: none"> 20% return rate of surveys distributed 		
	d) Child Care Needs Assessment	<ul style="list-style-type: none"> Long Range Planning Committee Marketing and Communications Coordinator Director of Family, Community, and Operations Services. Executive Director 	<ul style="list-style-type: none"> In February distribute and analyze Child Care Needs assessment to Rockland County parents and community organizations Survey distributed in Spanish and English Survey included in Prek Applications 	<ul style="list-style-type: none"> 20% return rate of surveys distributed Update annual Child Care Fact sheet for inclusion in Annual Report and distribution to elected officials and the community at large 		

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4. Identify and provide opportunities for staff growth and development	a) Plan and budget for staff training to meet Professional Development Plan goals.	<ul style="list-style-type: none"> Finance Committee Executive Director; Director of Finance and Human Resources Services 	<ul style="list-style-type: none"> On-going 	<ul style="list-style-type: none"> \$200 per FT staff member and \$100 per PT staff member will be allocated per budget year. 		.
	b) Implement staff Professional Development survey	<ul style="list-style-type: none"> Director of Professional Development and Quality Enhancement Services 	<ul style="list-style-type: none"> September 2017 	<ul style="list-style-type: none"> Offer, to staff, professional development that is requested and needed 		
	c) Identify other organizations and community groups to partner with staff development	<ul style="list-style-type: none"> Director of Professional Development and Quality Enhancement Services 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Increase partners by 1 		
5. (new) Implement an internal Succession Plan for all staff positions	a) Develop a Succession Plan for the four department directors within the first half of 2019	<ul style="list-style-type: none"> Executive Director Department Directors 	<ul style="list-style-type: none"> 2019 	<ul style="list-style-type: none"> Succession planning for all positions will be complete by the end of 2019 		

Goal	Action Steps	Responsibility	Implementation Schedule	Desired Outcome	Progress	Evaluation/Reporting
6. Identify and provide opportunities for Board growth and development	a) Promote and provide opportunities for board members to attend board member seminars	<ul style="list-style-type: none"> Board Development Committee 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Board members are able to ask questions, contribute to discussions and vote with accountability as necessary 		
	b) Identify prospective board members that represent the Rockland community	<ul style="list-style-type: none"> Board Development Committee Staff 	<ul style="list-style-type: none"> On-going 	<ul style="list-style-type: none"> Recruit representatives of CCRR consumers in the service area as well as representatives of the population in Rockland County. 		
	c) Identify board members who have the means to contribute funds; medical representatives	<ul style="list-style-type: none"> Board Development Committee Staff 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> To enhance the giving To add expertise from the medical/health field 		
	d) Update board member section of	<ul style="list-style-type: none"> Board Development Committee Director of 	<ul style="list-style-type: none"> April 2018 	<ul style="list-style-type: none"> To support board members as ambassadors of CCRR 		

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	website to include educational articles and information	Family, Community and Operations Services • Marketing and Public Relations Coordinator				
	e) Develop protocol for Board members to “shadow” or spend time with a staff member	• Management • Board Development Committee	• December 2016	• Increase knowledge of day to day operations and needs of CCRR		
7. Review ED Succession Plan process with staff and Board to determine if any changes should be made. Recruit and hire Executive Director	a) Review and revise CCRR Succession Plan	• Executive Committee • Sustainability Committee	• Any changes will be approved by Board of Directors May 2019	• Update the existing Succession Plan to include succession plan for directors of all departments	•	
	b) Complete steps in action plan to begin search for new	• Executive Committee • Search Committee	• November 2017	• Follow approved Succession Plan which includes staff members, board members and community members	•	

Goal	Action Steps	Responsibility	Implementation Schedule	Desired Outcome	Progress	Evaluation/Reporting
	Executive Director					
	c) Hire new Executive Director	<ul style="list-style-type: none"> Search Committee Board of Directors 	<ul style="list-style-type: none"> November 2018 	<ul style="list-style-type: none"> Hire new Executive Director that will meet desired skills, knowledge and education as required by Success Plan and other qualities per staff, board and community 	<ul style="list-style-type: none"> 	
	d) New Executive Director starts	<ul style="list-style-type: none"> Executive Committee 	<ul style="list-style-type: none"> December 1, 2018 	<ul style="list-style-type: none"> Transition period between exiting and entering Executive Directors 	<ul style="list-style-type: none"> 	