

# 2015-2018 STRATEGIC PLAN



LEADING THE WAY TO QUALITY CARE

**ABBEKOVACIK**  
Capital District Child Care Council

This report is a story of a community's vision for affording children and their families opportunities for success in school and in life. The Board of Directors, the staff, and the stakeholders at the Capital District Child Care Council (CDCCCC) are eager to share this story with you through this Strategic Plan. This comprehensive plan for services and activities for early childhood and school-age child care will have significant impact on our community. We have focused on responsive inquiry, informed by both quantitative and qualitative data, as we developed a plan that forges a pathway of enriched early experiences that will positively influence later learning.

It is clear that our work is not yet done. There is a growing number of children who need specialized care; physical, cognitive, and emotional, in programs with well-trained staff. Community data indicate that many children arrive at school without all the skills they need to succeed and unable to navigate the kindergarten classroom successfully. Our efforts with young children are important during all stages of a child's development but they are uniquely critical during the early years.

Of course academic preparation is only part of the story. Children's success does not depend solely on academics; they also need safe and healthy learning environments where they are afforded appropriate social and emotional development opportunities; and strong support from their families and communities. They need well prepared and dedicated early childhood and school-age educators.

Armed with local data, scientific evidence, and community support we are set to move forward with this important plan; a continuation of a story that will have a happy ending for many of the region's children, families, and caregivers.

We hope that you will join us in this work.

Regards,

**Abbe Kovacik**, Executive Director  
**Kim Siciliano**, Board President

Many dedicated individuals have given time and talent to the development of the Strategic Plan. We wish to thank community members, board members, and staff for their expertise and commitment to the children and families of New York's Capital Region.

## **BOARD MEMBERS**

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**Audrey Wedenbine** | Teacher, Saint Catherine's Institute, Albany

**Jennifer Wormley** | Child Advocacy Center Coordinator, Saratoga Center for the Family

## GOAL 1: A HEALTHY START FOR CHILDREN

Recognizing that children's social, emotional, and physical well-being are critical to their success in school and in life, CDC's goal is to support healthy early childhood and school-age practices and to address gaps related to child development screening, referral, and nutrition.

### OBJECTIVE 1

INCREASE CHILD CARE PROVIDER USE OF STANDARDIZED DEVELOPMENTAL SCREENING TOOLS FOR YOUNG CHILDREN

#### STRATEGY

- Increase professional development opportunities in the use of developmental screening tools
- Increase individualized teacher coaching for the use of developmental screening tools
- Expand child care providers understanding for making referrals through Early Intervention or the Committee on Preschool Special Education
- Engage physicians, Early Intervention Specialists, and families as partners

### OBJECTIVE 2

SUPPORT CHILDREN'S HEALTHY SOCIAL-EMOTIONAL DEVELOPMENT

#### STRATEGY

- Support the New York State Teaching Pyramid Model toward the development of a training network suited to provide provider professional development on the topic of social-emotional development
- Engage community therapists in the understanding of the need for high-quality mental health services for young children
- Build early childhood and school-age child care provider interactions with children through training and technical assistance

### OBJECTIVE 3

STRENGTHEN HEALTH SERVICES PROVIDED AT CHILD CARE PROGRAMS

#### STRATEGY

- Partner with early learning and school-age programs to increase preventive dental visits and promote the importance of oral health
- Offer training to early childhood and school-age providers on healthy behaviors and how to incorporate healthy practices into classroom learning
- Increase awareness of the importance of vaccines for children and the adults who work with them
- Partner with child care programs to increase their understanding of good childhood nutrition

## GOAL 2: HIGH-QUALITY AND ACCESSIBLE EARLY CHILDHOOD AND SCHOOL-AGE PROGRAMS

The CDCCC will assist in increasing the local early childhood and school-age capacity to provide all families with access to high quality early care and education programs.

# 2

### OBJECTIVE 1

ACHIEVE HIGH-QUALITY PROGRAM IMPROVEMENT THROUGH QUALITYSTARSNY

#### STRATEGY

- Expand technical assistance and training to support QUALITYstarsNY
- Engage QUALITYstarsNY Quality Improvement Consultants to expand educational opportunities in the community
- Seek private funding to expand the work of QUALITYstarsNY to other Capital Region communities

### OBJECTIVE 2

INCREASE THE USE OF EVIDENCE BASED DATA COLLECTION AND QUALITY IMPROVEMENT APPROACHES

#### STRATEGY

- Conduct environmental evaluations of child care programs for the purpose of quality improvement planning and advocacy
- Use the Classroom Scoring Assessment System, Business Administration Scale, and Program Administration Scale as a means of setting baseline community function to establish professional development needs and to inform policy development
- Use marketing and video production to demonstrate components of quality care in a manner that appeals to the interests of educators, families, and policy makers

### OBJECTIVE 3

INCREASE THE NUMBER OF HIGH-QUALITY EARLY CHILDHOOD AND SCHOOL-AGE PROGRAMS AVAILABLE DURING NON-TRADITIONAL HOURS

#### STRATEGY

- Partner with county and state agencies to support the early childhood and school-age care infrastructure by providing simple avenues to program registration or licensure
- Provide technical assistance to potential owner/operators of child care programs
- Explore funding opportunities for start-up of programs offering care during non-traditional hours in communities of high need
- Distribute marketing materials about early childhood careers and the importance of high-quality programs to targeted areas

## GOAL 3: HIGH-PERFORMING PROFESSIONALS

Through collaboration and community partnerships the CDCCCC will provide professional development opportunities to strengthen the early care and education workforce.

### OBJECTIVE 1

IMPLEMENT EDUCATION AND PROFESSIONAL DEVELOPMENT ACROSS ALL SECTORS OF THE EARLY CHILDHOOD AND SCHOOL-AGE WORKFORCE

#### STRATEGY

- Work with local teacher preparation programs to create a coordinated and consistent approach to alignment of early childhood and after school programs
- Offer provider training in languages other than English, leveraging funds with partner organizations
- Provide workshops related to program accreditation and appropriate child assessment
- Provide training and support on New York State's Core Body of Knowledge, New York State Early Learning Guidelines, New York's Common Core for Universal Prekindergarten and the ASPIRE system

### OBJECTIVE 2

DEVELOP A LOCAL CADRE OF EARLY CHILDHOOD AND SCHOOL-AGE EDUCATORS TO FUNCTION AS A PROFESSIONAL NETWORK DESIGNED TO MEET THE NEED FOR HIGH-QUALITY PROFESSIONAL DEVELOPMENT

#### STRATEGY

- Provide training and technical assistance for qualified early childhood and school-age professionals toward securing the NYS Early Learning Trainer Credential
- Partner with organizations to develop environmental observers for the QUALITYstarsNY initiative locally
- Conduct train-the-trainer workshops for critically needed topic areas

### OBJECTIVE 3

ENSURE A WELL-RUN PROFESSIONAL CHILD CARE RESOURCE AND REFERRAL AGENCY

#### STRATEGY

- Maintain fair and updated employment policies and procedures to sustain a high-functioning CCR&R reflective of community need and demographic
- Implement a training plan for CDCCCC Employees to provide increased efficiency, productivity, and professionalism
- Maintain a high-functioning Board of Directors active in oversight and risk assessment

## GOAL 4: FAMILY AND COMMUNITY–PARTNERS IN LEARNING

Through education and advocacy efforts, the CDCCCC will increase parents' and community awareness of the importance of high quality early childhood and school-age care programs for all children.

# 4

### OBJECTIVE 1

STRENGTHEN FAMILY, COMMUNITY, AND PROGRAM ENGAGEMENT IN EARLY CHILDHOOD AND SCHOOL-AGE LEARNING

#### STRATEGY

Engage families through a social marketing campaign to ensure parent knowledge of quality early learning models and QUALITYstarsNY standards to support parents in making informed child care decisions

Develop and disseminate inclusion resources to families, providers, and community programs

Increase parent understanding, through workshops and outreach, of children's developmental readiness for school

### OBJECTIVE 2

STRENGTHEN PUBLIC AWARENESS AND COMMITMENT

#### STRATEGY

Develop clear and consistent messages around the importance of early learning and school-age care

Continue media and community-based strategies to build public awareness of CDCCCC services

Partner with community advocates to advance early learning priorities

Use child data and community demographics to help policy makers understand local early childhood and school-age need for quality programming

**GOAL 5: CAPACITY BUILDING**

Intentional, coordinated, and mission-driven efforts aimed at strengthening the management and governance of the CDCCCC to improve agency performance and impact.

**OBJECTIVE 1**

STRENGTHEN CDCCCC'S ABILITY TO BE AN ACTIVE PARTICIPANT AND LEADER IN THE COMMUNITY, AND TO MAINTAIN STRONG CONNECTIONS WITH ITS CONSTITUENTS

**STRATEGY**

- Engage in strategic restructuring of Board of Directors utilizing a formal ongoing recruitment and development process
- Explore branding and naming as an extension of strategic priorities set by the Marketing and Communications Department

**OBJECTIVE 2**

SECURE SUPPORT FROM A VARIETY OF SOURCES TO ENSURE THAT THE AGENCY'S REVENUES ARE DIVERSIFIED, STABLE, AND SUFFICIENT FOR THE MISSION AND GOALS

**STRATEGY**

- Create a proactive fund development strategy that is integrated into CDCCCC's long-term strategic plan and budget projections
- Research, select, and acquire a resource development application for donor management, direct mail, planned giving, and Board of Directors involvement in resource development
- Initiate a system for use of e-newsletters and other web-based communications vehicles to maintain and expand donor relationships

**OBJECTIVE 3**

CONTINUE TO DEVELOP EFFICIENT AND EFFECTIVE OPERATIONS, AND STRONG MANAGEMENT SUPPORT SYSTEMS

**STRATEGY**

- Update agency human resource policies and procedures that demonstrate proactive commitment to the mission
- Update agency hiring and recruitment procedures in order to attract and retain talented staff
- Evaluate staff diversity and inclusiveness at all levels

