



CHILD CARE
COORDINATING COUNCIL
OF NEVADA COUNTY

Strategic Plan 2003-2006

Prepared June 2003

ACKNOWLEDGEMENTS

The Child Care Planning Council of Nevada County would like to thank all of the people and organizations that served on the Council or otherwise participated in the planning process. The members of the Council contributed many hours toward the development of the strategic plan and without them this plan would not exist.

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This project was made possible by funding from the California Department of Education, Child Development Division and through a contract with Sierra Nevada Children's Services.

The opinions, beliefs, and values expressed in this document do not represent those of the above agencies.

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1. EXECUTIVE SUMMARY

The Child Care Coordinating Council of Nevada County, referred to as the “Council” throughout this document, came into existence in 1991 as a result of the federal Child Care and Development Block Grant (CCDBG) Act which established two separate child care programs: The Child Care and Development Block Grant Program and the Title IV-A At Risk Child Care Program. The establishment of local child care development and planning councils statewide was formalized by law in October of the same year. Since then, California’s child care development and planning councils have played an important role in the development of state and local child care policy.

The Council is made up of members from community sectors defined by California Education Codes. Those members are appointed by the County Board of Supervisors and the Superintendent of Schools. Currently, the Council is comprised of members from both the public and private sector representing diverse child care environments and interests. Of the members, three have used child care in the past 36 months, seven currently work directly with children and families, and three are grandparents who are or have been directly involved in child care for their grandchildren.

In order to understand the positioning of the Council, internal strengths and weaknesses were identified along with external opportunities and threats facing the Council. Strengths were found to include new members who bring fresh perspectives and the fact that all Council members have a growing global perspective and are constantly engaged in learning.

Among opportunities currently facing the Council that are taken into consideration in this plan are networking and learning that occur during the California Child Development Policy Advisory Committee (CDPAC) meetings attended regularly by Council members and the Council Coordinator. Another identified opportunity is that funding provided as a result of bill AB212 is to be utilized to address the retention of qualified child care employees in state-subsidized child care centers.

An additional opportunity for the Council lies in collaborating with other local planning councils to co-sponsor events for providers. The re-alignment of the child care system, although identified as a possible threat to the Council, could provide an opportunity for the Council to impact the disbursement of child care dollars and other related issues on a local level. Though that issue has been postponed for this fiscal year, it will likely arise again during the 2004-2005 budget planning process. Development of the Community Child Care website also presents an opportunity for the Council to create more awareness about its purpose, programs and services. More detail regarding strengths, weaknesses, opportunities and threats appear in section three of this plan.

The Council has established six goals to address three focus areas over the next three years: Availability and Affordability of Child Care; Improving and Supporting Child Care Quality; and Council Effectiveness.

Definitions for several terms used throughout this plan are provided to ensure a common understanding. For example, whenever the term “all children” is used, the Council defines this as all children residing in Nevada County regardless of background, economic status, belief system, disabilities or special needs, age, or cultural heritage. Several other terms specifically defined by the Council to clarify understanding are described in section four.

Because the Council understands the importance of outcomes, especially measurable ones, each goal set forth in this plan has one or more outcome which will enable the Council to determine its effectiveness in carrying out this plan. One such outcome to be used will help the Council determine whether it met the goal of increasing the county’s child care capacity as well as the diversity of child care options in Nevada County. The Council will determine that the goal has been reached when The California Child Care Portfolio, Sierra Nevada Children’s Services (SNCS), and other sources report an increase in both child care slots for all ages and a diversity of child care environments by June 2006.

Each long term goal has several short term goals and strategies associated with it, and each strategy identifies who will complete it by when. Finally, the plan outlines how communication between Council members, its partners, and the community will occur in order to keep this plan in the forefront over the next three years, keep partners informed about progress on specific goals, and increase the community’s awareness of the Council, its purpose and goals.

2. INTRODUCTION TO NCCCC

HISTORY

As stated in the previous section, the Council came into existence in 1991 as a result of the federal Child Care and Development Block Grant (CCDBG) Act. Every state was required to submit a plan for implementing these programs and had to name a responsible lead agency. California's plan included the establishment of county level planning systems to identify specific populations to be served.

In June of 1991, the County Board of Supervisors joined the County Office of Education in designating the Council as the local planning group for Nevada County. The establishment of local child care development and planning councils statewide was formalized by law in October of the same year. In 1996, President Clinton signed the Personal Responsibility Act which consolidated all federal child care funds into a single Block Grant. Since then, California's child care development and planning councils have played an important role in the development of state and local child care policy.

As outlined in Education Codes 8499.3 and 54744, it is the intent of the state legislature that local child care development and planning councils "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; and that communities implementing new programs or initiatives connect with existing program strategies and build upon existing local collaborations when possible, to provide a unified integrated system of service for children and families."

Specifically, California law requires the Council to:

- Evaluate local child care needs;
- Identify county-wide priorities; and
- Develop a long-range plan to coordinate with the County Board of Supervisors and the County Superintendent of Schools to meet the child care needs in the county.

The first planning process for the Council commenced in December of 1995, and resulted in a five year plan. This strategic plan document addresses goals and strategies to be achieved by the Council between June 2003 and June 2006.

MAKEUP OF THE COUNCIL

California Education Codes mandate that the composition of local planning councils (LPCs) must represent the population of the county including its ethnic, racial and geographic

composition. The Council must also have a 20% representation ratio from each of the following sectors:

- consumers of child care services within the last three years
- providers of child care services
- public agency representatives
- community representatives (who are not providers or contract with the LPC)
- other members appointed at the discretion of the appointing agencies (the County Board of Supervisors and Superintendent of Schools)

In addition to meeting these requirements, this Council has a uniquely qualified membership representing both public and private sectors including:

- ✚ Four of the ten members are new as of 2002
- ✚ Nine of the ten members are parents
- ✚ Three are grandparents involved in the care of their grandchildren
- ✚ Three members have used child care in the past 36 months
- ✚ Seven work directly with children and families
- ✚ Two are elected school board members
- ✚ All ten have regular contact with families about their children
- ✚ One member provides direct services to children with special needs
- ✚ One members primary language is Spanish
- ✚ Two work directly with Spanish speaking families
- ✚ Eight work directly with early care and education providers

In addition, all of the major geographic areas in Nevada County have been represented within the last 2 years. Those areas include Truckee, North San Juan, Penn Valley, the South County area, Grass Valley, and Nevada City. Agencies represented by the current membership include the Nevada City School District, Sierra Nevada Children's Services, the First 5 Nevada County, Sierra College, Nevada County Superintendent of Schools Office of Special Education Services, Head Start and Grass Valley School District.

MISSION

The mission of the Child Care Coordinating Council of Nevada County is *to promote county-wide and other partnerships and to advocate for quality child care choices through education and collaboration.*

VISION

The diverse needs for child care in Nevada County are met for all families through our community's network of supportive, caring and quality resources.

CORE VALUES

The Child Care Coordinating Council of Nevada County will use the following core values to guide their actions and interactions. These values are all equally important and adhered to:

- ④ Support, collaborate and cooperate with partner agencies for the good of the community.
- ④ Value and respect all voices and create a safe environment for their expression by interacting in a courteous and professional manner at all times.
- ④ Be action-oriented and do what it takes to get the job done.
- ④ Operate with honesty, integrity, clear communication and transparency in all our interactions and transactions amongst ourselves and other agencies.
- ④ Understand the issues and that quality care for Nevada County's children takes real money.
- ④ Support a diversity of programs.
- ④ Value and accept new ideas.

3. SITUATIONAL ANALYSIS SUMMARY

In order to understand the positioning of the Council of Nevada County, it is important to recognize and consider its internal strengths and weaknesses. Additionally, external opportunities and threats facing the Council need also be identified. One discovery that emerged as a result of engaging in this process was that some characteristics of the Council could be perceived as both a strength and a weakness. Similarly, some opportunities appear to be both an opportunity and a threat depending on the eventual outcome as well as the perception of individual members.

STRENGTHS

The Council has a number of assets, resources and capabilities that assist it in functioning well and can be leveraged in the future to benefit the community and the future functioning of the Council itself. Identified areas of strength include:

- The Council is comprised of a knowledgeable, personally committed group of people with diverse philosophical views, many of whom have been involved in the field of early care and education locally for a number of years.
- Council members have great ideas and take the necessary actions to bring those ideas into fruition.
- The size of the Council is very manageable and the members can work well together as a team.
- The Council has the autonomy and flexibility to establish and accomplish its goals.
- Members have a breadth of contacts and are able to network throughout the county.
- In the last year, the Council has moved into a new office which has increased the community's awareness of it as well as access to it.
- New members bring fresh perspectives to the Council.
- Council members have a growing global perspective and are constantly engaged in learning.

WEAKNESSES

Real or potential liabilities, deficiencies in resources or capabilities of the Council are also important to take into consideration in light of this strategic plan. Weaknesses identified by the Council include the following.

- Bringing new members up to speed may slow the process of the Council as it moves forward.
- The Council's contract with the Child Development Division has inherent limitations that can hinder progress.
- Time constraints regarding the limited amount of available time for Council meetings as well as the busy-ness of members is an issue.

- The Council is challenged to keep parents involved in Council development, planning and activities.
- Some community members are unaware of the Council's existence, purpose, and some of its programs.
- The Council is challenged to represent the diverse needs and views of the varying ethnic, socio-economic and geographic areas in the county.
- The diverse philosophical views, as noted in the strengths section often results in dynamic discussions of issues from multiple points of view.

OPPORTUNITIES

The public interests, events, policy makers, etc. outside of the Council's control that are currently or perhaps could in the future provide opportunities for the Council to fulfill its mission are plentiful. The Council identified the following opportunities to be taken into consideration in this strategic plan.

- The California Child Development Policy Advisory Committee meetings attended regularly by Council members and the Council Coordinator present opportunities for networking and learning.
- AB212, the bill requiring that funds allocated specifically to local child care and development planning councils based on the percentage of state-subsidized, center-based child care funds received in that county, is to be utilized to address the retention of qualified child care employees in state-subsidized child care centers. The **Educator Support Program (ESP)** has already been established by the First 5 Nevada County. An opportunity exists to collaborate and build on this program that provides benefits such as cash stipends, childcare costs, and/or health services to educators caring for children in licensed settings or to providers exempt from licensing who would like to join the profession.
- Additionally, the data gathered over the past two years from the ESP provides an opportunity for the Council to identify and address issues based on real time information on local child care providers.
- Managing the budget more effectively provides the potential to hire other people to implement projects.
- Collaboration with other county planning councils could provide opportunities for co-sponsored events for providers.
- The **Family Connections** program sponsored by First 5 Nevada County holds the opportunity for the Council to work with other Nevada County agencies to improve access to services for families with babies and young children.
- Collaborations with First 5 Nevada County in general present an opportunity for the Council to maximize its efforts as well as its funds.
- The Council can be an agency that advocates for quality child care and can act as a catalyst for other related issues.
- The re-alignment of the child care system, although identified as a possible threat to the Council as well, could provide an opportunity for the Council to impact the disbursement of child care dollars and other related issues on a local level.
- The Community Child Care website presents an opportunity for the Council to create more community awareness about its purpose, programs and services.

THREATS

The external conditions, trends and other forces such as public interests, events, policies, etc. outside of the Council's control that pose potential risks and may become barriers to its ability to fulfill its mission are as follows.

- Lack of funding threatens the Council's projects.
- The ongoing change in Board of Supervisors may result in lack of knowledge about early care and education issues among members.
- Council representation of the eastern portion of the county remains a challenge due to distance from most meeting locations and weather during the winter months.
- Re-alignment of the child care system may pose a threat to the goals of the Council depending on the direction it goes in.
- The state fiscal crisis presents a possible threat to the goals of the Council.

DISCUSSION

The Council's greatest asset is its membership and the committed, knowledgeable people comprising it. Representation of the county communities' diverse points of view is necessary and valuable to the Council. At times, the diverse philosophical views of its members create challenges in communication and decision-making. This stands to become even more of a strength however as the Council learns to communicate with each other in a way that acknowledges the validity of each members point of view and leads to mutual learning and understanding.

The Council is working to mitigate or eliminate the weaknesses that rose to awareness through this process. Some are more challenging than others due to the direct amount of control the Council has over the issue. While almost all Council members are parents, it is still challenging to find an effective way of getting parent input from the communities at large. The Council will continue to address this issue as well as the need to build the communities' awareness of the Council's existence and function.

Tremendous opportunities for the Council exist in collaborative relationships with other agencies especially First 5 Nevada County, Sierra Nevada Children's Services (SNCS), Sierra College, Nevada County Superintendent of Schools Office, and local AEYC affiliates. These agencies are currently engaged in a number of projects that are in alignment with the Council's mission and goals. The Council will address its strengths and weaknesses as well as external threats and opportunities through the goals and strategies identified in this plan.

4. GOALS, OBJECTIVES AND STRATEGIES

LONG TERM GOALS

The Council set goals that address three overarching focus areas in this strategic plan.

Focus Area	A	Availability and Affordability of Child Care
Focus Area	B	Improving and Supporting Quality, and
Focus Area	C	Council Effectiveness

The Council believes that these three focus areas create flexibility and minimize potential limitations, while encompassing issues of importance. For example, Availability and Affordability of Child Care include issues pertaining to children of all ages and developmental levels who are eligible for, enrolled in or whose families would like them to be enrolled in, child care. This focus area therefore, includes infant and toddler care issues as well as issues surrounding the care of special needs children.

Several terms used in describing the goals addressed in this plan hold certain overarching definitions in common. Those terms are defined as follows:

Quality – While families have their own definitions of quality, child development specialists agree that high quality child care requires certain attributes. They include, but are not limited to low child-to-teacher ratios, caregivers with formal training and higher education in child development, low staff turnover and small group sizes.

Culturally Sensitive – All children should be treated with dignity and respect. The racial and religious heritage, as well as the individual values of families, needs to be valued and respected. The Council recognizes that this may be demonstrated in a variety of ways including teaching in languages other than English, utilizing multi-cultural curriculum, and/or providing care during non-traditional hours due to work schedules of some parents or guardians.

All Children – The Council believes that all children should have access to quality child care regardless of background, economic status, belief system, disabilities or special needs, age, or cultural heritage.

Inclusive – Quality child care environments are available, accessible, and accommodating for children of all developmental levels, including those who may have physical, mental or emotional disabilities.

The Council established six long term goals to accomplish over the next three years in the three focus areas. Two goals were established for addressing the Availability and Affordability of Child Care. Three goals were established to Improve and Support Quality, and one goal was established for improving Council Effectiveness. They are as follows:

Focus Area A: Availability and Affordability of Child Care	<u>Goal A.1</u> A diversity of child care options including both new and existing models will be available in Nevada County thereby increasing the county’s child care capacity.
	<u>Goal A.2</u> Become more aware of, explore and tie into alternative funding sources and movements for making child care more affordable both locally and nationally.
Focus Area B: Improving and Supporting Quality	<u>Goal B.1</u> The Council is a strong advocate for governmental support for high standards in child care and the funding necessary to attract and retain high quality child development professionals.
	<u>Goal B.2</u> Nevada County Providers are on “the cutting edge” of best practices in child development.
	<u>Goal B.3</u> Nevada County Providers are valued community assets.
Focus Area C: Council Effectiveness	<u>Goal C.1</u> The Council has an up-to-date picture of child care in the community, clear priorities, and will strive to attain realistic goals.

IMPLEMENTATION PLAN

This section outlines the short term goals, strategies, parties and partners involved and timeline for the Council to implement and reach the goals set forth in this Strategic Plan. Each of the following tables is labeled by the Long Term Goal to be achieved.

Focus Area A: Availability and Affordability of Child Care

Goal A.1 A diversity of child care options including both new and existing models will be available in Nevada County thereby increasing the county's child care capacity.			
Short Term Goals	Strategies	Who	By When
A.1.a. Identify potential new options while conducting an up-to-date needs assessment to collect data regarding current unmet child care needs. [Links with C.1.b.]	A.1.a.1. Check with Resource and Referral agencies statewide regarding working models.	Council, SNCS, First 5 Nevada County, etc.	September 2003 and Ongoing
	A.1.a.2. Support current providers in reassessing their child care slots to provide new/different opportunities to families.	Council, SNCS, First 5 Nevada County, etc.	September 2003 and Ongoing
	A.1.a.3. Promote opportunities for new ideas in making child care arrangements.	Council, SNCS, First 5 Nevada County, etc.	June 2004 and Ongoing
	A.1.a.4. Use already developed tools to assist in promoting various types of child care.	Council, Sierra College Associate Dean, SNCS, First 5 Nevada County.	June 2004 and Ongoing
	A.1.a.5. Develop a letter and/or flier regarding employer options (from existing data) and distribute to business community.	Designated Council member and Coordinator	January 2005
	A.1.a.6. Create a brochure, from existing data, that outlines alternate arrangements (linked with strategy A.1.a.3.).	Council Coordinator, consultant	June 2004 and Ongoing

Goal A.1 A diversity of child care options including both new and existing models will be available in Nevada County thereby increasing the county's child care capacity.			
Short Term Goals	Strategies	Who	By When
A.1.b. The Council will promote awareness of business opportunities in child care.	A.1.b.1. Conduct Public Relations campaign to let people know about new business opportunities in child care.	Council, SNCS, First 5 Nevada County, Soroptomists, Small Business Development Center at Sierra College, Golden Sierra Job Training Agency, Business and Professional Women's Association, etc.	January 2004 and Ongoing
A.1.c. Continue Supporting a diversity of existing child care options.	A.1.c.1. Provide technical assistance and education to existing providers.	Council, SNCS, First 5 Nevada County, etc.	June 2004 and Ongoing
	A.1.c.2. Acknowledge and validate existing providers through recognition events identified in Strategy B.3.b.1.	Council, SNCS, First 5 Nevada County, etc.	September 2003 and Ongoing

Goal A.2 Become more aware of, explore and tie into alternative funding sources and movements for making child care more affordable both locally and nationally.			
Short Term Goals	Strategies	Who	By When
A.2.a. The Council and community will understand current funding models - Information will be available regarding successful models in other areas.	A.2.a.1. Research what's been done in other locales (i.e., govt. and tax initiatives, other funding resulting in more affordable child care)	Council, SNCS, First 5 Nevada County, NAEYC and local affiliates, etc.	September 2004
A.2.b. The business community will recognize their stakeholder interest and respond to child care issues.	A.2.b.1. Create interest and forum for discussion	Council, SNCS, First 5 Nevada County, the emerging Economic planning group (doesn't have name yet), etc.	January 2004
	A.2.b.2. Connect with developers	Council members	January 2004 and Ongoing
A.2.c. Make measurable progress toward a Master Plan for Child Development for Nevada County	A.2.c.1. Arrange a series of workshops or forums for interested parties to pool resource knowledge and develop transparency in child development opportunities.	Council, School districts, COE, county, SNCS, Family Connection, CCTT, First 5 Nevada County	June 2005
	A.2.c.2. Support and participate in common interest partnership to create Truckee child development lab school to open up more subsidized spaces by blending funding sources as well as private pay.	Tahoe-Truckee Ad Hoc Child Care Advisory, including STEPP Center, Head Start/Early Head Start, Truckee State Preschool, SNCS, Private Centers and FCCH's, Sierra College, Council, School Readiness Project, Truckee FRC, etc.	June 2003 and Ongoing

Focus Area B: Improving and Supporting Quality

Goal B.1 The Council is a strong advocate for governmental support for high standards in child care and the funding necessary to attract and retain high quality child development professionals.			
Short Term Goals	Strategies	Who	By When
B.1.a. The Council will be a strong voice in local, State and Federal government and will engage the community in advocacy for and discussion of successful childcare systems.	B.1.a.1. Advocacy letters, calls to legislators, articles and letters in local papers and other media opportunities will be utilized to provide information and advocacy for our families, children, and providers.	Council, SNCS, First 5 Nevada County, etc.	June 2003 and Ongoing
B.1.b. Child care providers with a demonstrated commitment to the child care field will be well compensated.	B.1.b.1. Support Current Stipends for: <ul style="list-style-type: none"> ➤ Educational achievement, ➤ Professional Development, and ➤ Years of Experience. 	Council, SNCS, First 5 Nevada County, Sierra College, private trainers, etc.	June 2003 and Ongoing
	B.1.b.2. Advocate for equitable compensation for providers.	Council, SNCS, First 5 Nevada County, Sierra College, private trainers, etc.	June 2003 and Ongoing
B.1.c. Support Accreditation processes for providers.	B.1.c.1. Provide information on a number of accrediting opportunities and agencies.	Council, SNCS, First 5 Nevada County, NAEYC and local AEYC affiliate, etc.	June 2003 and Ongoing
	B.1.c.2. Link providers with local supports for accreditation.	Council members and Coordinator	June 2003 and Ongoing
B.1.d. Prepare for emerging political and financial changes in the child care landscape.	B.1.d.1. Arrange a series of forums for interested parties (county, SNCS, First 5, private, public child care) to develop a collaborative plan and establish priorities in light of budget changes for Nevada County. [Link with A.2.c.1.]	Council members, designated committee and Coordinator	April 2004

Goal B.1 The Council is a strong advocate for governmental support for high standards in child care and the funding necessary to attract and retain high quality child development professionals.			
Short Term Goals	Strategies	Who	By When
	B.1.d.2. Remain up-to-date on emerging issues and changes in the child care landscape.	Council members and Coordinator	June 2003 and Ongoing

Goal B.2 Nevada County Providers are on “the cutting edge” of best practices in child development.			
Short Term Goals	Strategies	Who	By When
B.2.a. Link providers to opportunities to access important conferences such as CAEYC and other educational opportunities.	B.2.a.1. List or create links on the website to information about opportunities.	Council, SNCS, First 5 Nevada County, NAEYC and local affiliates, private trainers, Sierra College, website consultant, etc.	June 2003 and Ongoing
	B.2.a.2. Stay aware of and promote information about financial support resources.	Council, SNCS, First 5 Nevada County, NAEYC and local affiliates, private trainers, Sierra College, etc.	June 2003 and Ongoing
B.2.b. Work collaboratively with other child care agencies and groups so that information, training and support for child care providers can be easily accessed and utilized effectively.	B.2.b.1. Nationally known CD experts (i.e Bev Boss, Reggio Emilia, Waldorf, etc.) will provide workshops in Nevada county at least once a year.	Council, SNCS, First 5 Nevada County, NAEYC and local affiliates, private trainers, Sierra College, etc.	June 2003 and Ongoing
	B.2.b.2. Work with partners to coordinate training countywide by developing a master training calendar for county child care providers. This would include coordinating training dates, available trainers, topics, and training sites to maximize resources, prevent overlapping and under-attendance.	Council, SNCS, First 5 Nevada County, NAEYC and local affiliates, private trainers, Sierra College, etc.	June 2003 and Ongoing
B.2.c. The Council will network with providers and the college to support ECE college courses in remaining open and available.	B.2.c.1. Advocate with the college to offer appropriate coursework.	Council members	June 2003 and Ongoing
	B.2.c.2. Support providers in networking to resolve commuting issues, etc. [utilize website, bulletin board at college, and other venues]	Council members, Coordinator, and website consultant	June 2003 and Ongoing
B.2.d. Maintain LPC library of college ECE textbooks.	B.2.d.1. Acquire current college textbooks.	Council and Sierra College	June 2003 and Ongoing
	B.2.d.2. Make textbooks available countywide.	Council and Sierra College	June 2003 and Ongoing
	B.2.d.3. Meet with college instructors annually to identify current textbook needs.	LPC members or Coordinator and Sierra College	June 2003 and Ongoing

Goal B.3 Nevada County Providers are recognized as valued community assets.

Short Term Goals	Strategies	Who	By When
B.3.a. Advocate for available and accessible educational paths leading to AA degrees, completion of the matrix, additional higher education, accreditation, etc. for child development students in east and west Nevada County.	B.3.a.1. Link with strategy B.2.d.3.	Council, SNCS, First 5 Nevada County, Sierra College, etc.	June 2003 and Ongoing
	B.3.a.2. Identify ways to advocate and support for all ECE education paths.	Council, SNCS, First 5 Nevada County, Sierra College, etc.	June 2003 and Ongoing
	B.3.a.3. Support cohorts of ECE students to advocate for themselves and others.	Council, SNCS, First 5 Nevada County, Sierra College, etc.	June 2003 and Ongoing
B.3.b. Support recognition of child care providers for commitment and achievement.	B.3.b.1. Continue to support east Nevada county recognition event every other year.	Tahoe Truckee Child Care Advisory, Council, SNCS, First 5 Nevada County, Sierra College, etc.	September 2003 and Ongoing
	B.3.b.2. Assist with creating the same type of provider recognition event in west Nevada county.	Council members, SNCS, NAEYC and affiliates, First 5 Nevada County, etc.	September 2003 and Ongoing
	B.3.b.3. Connect with county schools and other agencies to write periodic articles recognizing ECE providers' ed. levels and achievements.	Council members, SNCS, NAEYC and affiliates, First 5 Nevada County, School District, etc.	September 2003 and Ongoing

Focus Area C: Council Effectiveness

Goal C.1 The Council has an up-to-date picture of child care in the community, clear priorities, and will strive to attain realistic goals.			
Short Term Goals	Strategies	Who	By When
C.1.a. Increase community investment in Council activities and goals.	C.1.a.1. Create inclusive process to attract current and new stakeholders.	Council and partners	June 2003 and Ongoing
	C.1.a.2. The Council goes out to the community to share its vision and gather information from stakeholders.	Council and partners	July 2003
C.1.b. Update child care needs assessment for Nevada County in 2004.	C.1.b.1. Hire consultant to gather info on needs and assets using all available resources.	Council, SNCS, consultant and partners	June 2004
C.1.c. Council members will speak consistently about the Council and its mission	C.1.c.1. Develop a one paragraph description of Council activities.	Council members	December 2003
	C.1.c.2. Post Strategic Plan goals in meeting room.	Council members and Coordinator	December 2003
C.1.d. Determine key data to update Council on annually.	C.1.d.1. Determine key data points and how Council will attain data on key points.	Council members	June 2004
	C.1.d.2. Use information to inform the public about current needs. [Links to B.1.a.]	Council, SNCS, First 5 Nevada County, Sierra College, etc.	June 2004 and Ongoing

5. EVALUATION OF THE PLAN

In order to determine whether the Council has achieved the goals set forth in this plan outcomes were developed for each long term goal. Because the Council understands the importance of quantifiable outcomes, whenever possible, measurable outcomes were established. Each long term goal has one or more outcome described below.

Goal A.1 A diversity of child care options including both new and existing models will be available in Nevada County thereby increasing the county's child care capacity.

What will demonstrate that this goal has been achieved?

The California Child Care Portfolio, Sierra Nevada Children's Services (SNCS), and other sources will report an increase in both child care slots for all ages and a diversity of child care environments between July 2003 and June 2006. The Council will begin tracking that data in July 2003.

Goal A.2 Become more aware of, explore and tie into alternative funding sources and movements for making child care more affordable both locally and nationally.

What will demonstrate that this goal has been achieved?

Progress toward this goal will be demonstrated by a measurable increase in child care subsidy dollars available to families residing in Nevada County. Additionally, the Council will have sponsored one or more forums and established connections with employers and developers.

Goal B.1 The Council is a strong advocate for governmental support for high standards in child care and the funding necessary to attract and retain high quality child development professionals.

What will demonstrate that this goal has been achieved?

The Council will conduct a salary survey of Nevada County providers that will demonstrate increases in the number of participants in professional development training, education levels as demonstrated by credentials, and wage levels.

Goal B.2 Nevada County Providers are on "the cutting edge" of best practices in child development.

What will demonstrate that this goal has been achieved?

The Council acknowledges that this goal is challenging to measure. However, they will know progress toward this goal has been made due to Nevada County providers having increased access to "cutting edge" or best practice training. This will be demonstrated by the number of experts brought in to conduct trainings and the number of participants attending them.

Goal B.3 Nevada County Providers are valued community assets.

What will demonstrate that this goal has been achieved?

Progress toward this goal will be demonstrated by a measurable increase in the number of media exposures about local providers and their contributions to the child care community. An increase in the number of providers attending recognition events between July 2003 and June 2006 will also be seen.

Goal C.1 The Council has an up-to-date picture of child care in the community, clear priorities, and will strive to attain realistic goals.

What will demonstrate that this goal has been achieved?

The Council will know that progress has been made on this goal when:

- The community needs assessment is complete,
- The data and methods to track it are determined, and
- The Council engages in a review and revision of this plan annually.

6. COMMUNICATION

The Council has put much thought, time, and energy into this plan and values it greatly. Due to the nature and purpose of the Council and its activities, communication regarding this plan and its progress is important on three different levels: within the Council itself, with the Council's partners, and with the community at large.

Within the Council

In order to assist the Council in maintaining focus on the plan goals and tracking its progress toward accomplishment of those goals, portions of this document will be posted in the room where the Council gathers for its monthly meetings. Specific activities in the implementation plan will become agenda items for regularly scheduled meetings according to their applicable timelines.

With Council Partners

Initially, specific Council members will be asked to approach the partners identified within this plan to assure their buy in and agreement for playing specific roles. The Council will also discuss the possibility of holding a "Strategic Plan Kick off Party" that partners and the media may be invited to. This would demonstrate the importance of the Council's three year plan, the importance of the involvement of its partners, and provide media exposure to educate the community about the Council, its purpose and goals.

Additionally, Council members or the Council Coordinator will attend meetings with other agencies and act as a liaison between the Council and other child care groups or agencies. Opportunities for collaborations will be maximized and duplication of services will be prevented through this effort.

With the Community

Each Council member will take personal responsibility for maintaining connections with parents, providers and other community members so that their perspectives can be brought back and reported at monthly Council meetings. Other methods for communicating with the community will be follows:

- A Community Forum for employers to discuss child care issues, their impact on the work place and successful programs or benefits will be sponsored by the Council and possibly its partners in 2004.
- Articles will be written by Council members or the Coordinator and submitted to local newspapers and other agencies' newsletters in order to raise the community's awareness about ECE providers, the Council, its goals and activities.
- This plan and other important information will be posted to the Council's website. A "contact us" function will be built in to the new website as well as a message posting area so that providers can communicate with each other to resolve commuting or other issues.

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Social Entrepreneurs, Inc, a company dedicated to improving the abilities and capabilities of human service organizations and thereby improving the quality of life for individuals and communities, provided support and guidance throughout the planning process. SEI can be contacted at 6121 Lakeside Drive, Suite 160, Reno, Nevada 89511 (775) 324-4567, or on the Internet at <http://www.socialent.com>.