



Community Child Care Council of Sonoma County

- *Every child is important to us.* -

STRATEGIC PLAN 2009 – 2012

STRATEGIC PRIORITIES	GOALS
1. PROGRAM DEVELOPMENT	Provide more client-centered, seamless, high-quality programs and services to the community.
2. FACILITY	Move to a new main office facility that meets the needs of staff and clients by February 2010.
3. FUND DEVELOPMENT	Increase unrestricted annual earnings of \$100,000 by 2012.
4. COMMUNITY ENGAGEMENT	Develop a community engagement plan which ensures that 4Cs and our services are broadly known and utilized in the community.

Note: Dates are listed as the 1st, 2nd, 3rd or 4th quarter of the calendar year January – December.

Program Development Strategy 1A	Provide more inclusive, high-quality training and educational opportunities for parents, providers and staff.
ACTIVITIES	DATE
1. Create a Training Strategy with timelines and measurements, including a process for planning ongoing trainings and workshops.	Q4 2009
2. Create annual participant tracking system.	Q4 2009
3. Implement an annual participant tracking system for ongoing usage.	Q1 2010
4. Monitor quality of educational opportunities through a consistent, comprehensive measurement system and evaluation tool.	Q4 2010
Program Development Strategy 1B	Increase collaborations with community partners.
ACTIVITIES	DATE
1. Identify current collaborations.	Q3 2009
2. Research potential ongoing collaborative opportunities.	Q1 2010
3. Establish formalized ongoing collaborative agreements with external agencies. Establish a minimum of two formalized ongoing collaborations.	Q3 2010

Program Development Strategy 1C	Increase interdepartmental collaborations.
ACTIVITIES	DATE
1. Create annual collaboration tracking system.	Q3 2009
2. Improve utilization of departmental, office and center staff meetings for interdepartmental information and trainings.	Q2 2010
3. Develop monthly program training calendar that is shared with all staff.	Q1 2010
4. Explore and identify other interdepartmental collaborative opportunities. Create systems for on-going collaborations.	Q4 2010
Program Development Strategy 1D	Utilize technology to increase efficiency in serving parents, providers, community and staff.
ACTIVITIES	DATE
1. Research online training options for parents, providers, and staff. Identify opportunities and implement.	Q3 2010
2. Post all trainings and enable training registration on-line. Develop section of web page dedicated to trainings and registration portal set up, functioning and utilized. <ul style="list-style-type: none"> • At least 10% of registrations online by 7/1/10. • At least 20% of registrations online by 7/1/11. • At least 30% of registrations online by 7/1/12. 	Q3 2012

Facility Strategy 2A	Implement feasibility study for a center attached to main office.
ACTIVITIES	DATE
1. Research state, other funding sources and contract Funding Terms & Conditions to understand our options for purchase and lease. Identify two or three recommendations to the Board about funding for purchase of building and/or lease to own, or simply lease.	Q2 2009
2. Design feasibility study for main office with center option. Make recommendations to the Board for consideration of main office with center facility.	Q2 2009
3. Present recommendation from feasibility study to the Board of Directors and make selection.	Q3 2009
Facility Strategy 2B	Determine the needs and requirements of a new office building from a staff and client perspective.
ACTIVITIES	DATE
1. Facility committee identify list of known facility requirements and wish list amenities for new facility.	Q2 2009
2. Develop an agency survey to solicit additional input.	Q2 2009
3. Administer survey to all agency staff and board, tabulate and analyze data.	Q2 2009

Facility Strategy 2C	Survey available properties.
ACTIVITIES	DATE
1. Enlist services of a commercial real estate broker. Contract with identified broker.	Q2 2009
2. Identify a short list of potential properties.	Q2 2009
Facility Strategy 2D	Look for opportunities to partner with other community based organizations.
ACTIVITIES	DATE
1. 4Cs shares intention of seeking a new office facility at community meetings, collaborations and with key individuals.	Ongoing
2. Evaluate potential partnerships and lease options as they arise, make recommendations to the Board of Directors.	Ongoing

Fund Development Strategy 3A	Infuse 4Cs with a "Relationship" culture across all programs, departments, and Board of Directors.
ACTIVITIES	DATE
1. Define "Development/Relationship Culture" with examples and key priorities to develop a clear understanding with examples reflecting the why, what and how of a Relationship agency cultural and program implications.	Q2 2009
2. Develop a plan for ongoing Board and Internal Education to increase confidence and ability of Board and staff to act as agency advocates and ambassadors.	Q2 2009
Fund Development Strategy 3B	Identify Opportunities for Profit-Generating Services in 4Cs that support the community needs.
ACTIVITIES	DATE
1. Identify top five "fee for service" ideas, including existing Case Management Services, Substitute Registry, and use of sites when not in session ideas that are on the list.	Q3 2010
2. Prioritize and analyze top 5 ideas. Determine feasibility and make decisions to move forward for each possible fee for service program.	Q2 2009
3. Conduct a "feasibility study" of top ideas and make selections of programs to move forward with.	Q4 2010
4. Establish timeline and implementation plan for each project. Ongoing monitoring of success of project including planning, coordination and assessment of projects.	Q1 2011

Fund Development Strategy 3C	Implement Calendar of Annual Fundraising Campaigns.
ACTIVITIES	DATE
1. Review, expand and develop annual development calendar to select campaigns and events so that 4Cs stays visible and viable to donors, partners and community and experiences increases in contributions from development campaigns.	Q4 2009
2. Revise Direct Mail campaigns to reflect increased financial goals. Create 50% annual increase from direct mail campaign over the next three years.	Q3 2010
3. Design and implement 4Cs Membership Card program to improve visibility and create new partnerships with local businesses. Create opportunities for parents and provider to save money and enhance the agencies outreach to local business.	Q2 2011
Fund Development Strategy 3D	Cultivate Major Donors and Corporate Sponsors.
ACTIVITIES	DATE
1. Create a Major Giving Program that is adopted and approved by the Board of Directors.	Q2 2010
2. Research and interview external sources for Legacy Giving and Host estate planning opportunities. Make one to three recommendations to the Board of Directors.	Q4 2010
3. Research and apply for grants that support capacity building and program support and expansion as appropriate so that 4Cs will have funding to support programs and services, in addition to what is provided by the state.	Ongoing
Fund Development Strategy 3E	Engage services of a full-time Development Officer.
ACTIVITIES	DATE
1. Define desired characteristics and refine job description of individual 4Cs would wish to hire and reporting relationship to the rest of the agency. Complete a Development Officer job description.	Q2 2011
2. Research and seek required funding to sustain the position. Secure funding for 2 year capacity building grant.	Q2 2011
3. Advertise and recruit for the position.	Q2 2011
4. Interview and hire Development Officer.	Q3 2011

Community Engagement Strategy 4A	Assess current 4Cs brand, image and outreach.
ACTIVITIES	DATE
1. Engage facilitator to review agency name, mission, vision and tagline with Management Team. The word "inspire" will be particularly reviewed per findings in staff survey. Presentation of recommendations to the Board, January 2010. 4Cs will have an updated mission/vision statement that reflects the work of the agency.	Q4 2009
2. Evaluate effectiveness of current advertising and outreach strategies and materials, modify as appropriate. Ensure that all agency advertising is cost effective, appropriately placed and coordinated.	Q2 2010
3. Create consistency among 4Cs outreach and marketing materials in print and online. Develop a 4Cs Style Guide and coordination through the agency Community Relations Director office. Marketing materials, brochures, fliers, post cards, letters will have a consistent look and be identifiable as 4Cs.	Ongoing
Community Engagement Strategy 4B	Increase 4Cs community visibility, awareness and community support.
ACTIVITIES	DATE
1. Develop Community Relations Plan (including marketing and outreach) to increase visibility and outreach to the community. Plan to include taglines and consistent messaging.	Q4 2010
2. Implement outreach plan. 4Cs will outreach to new audiences introducing the agency and our work and soliciting new volunteers and donors.	Ongoing
Community Engagement Strategy 4C	Recruit interns, service club members, students and others as volunteers and donors.
ACTIVITIES	DATE
1. Design and implement an agency Volunteer Program including a volunteer recognition component.	Q3 2010

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