



**2014-2017
CHSA Strategic Plan**

Over the next 3 years, how will CHSA be a proactive partner in the early learning community while building capacity to improve and expand access to high quality comprehensive services for California's most vulnerable children pre-natal to 4 years old?

CHSA Board of Directors Approval
June 9, 2014

Facilitated by
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Strategies & Strategic Directions

Blocks and Barriers to CHSA's Vision

2017 Vision Elements

- *Marketing and messaging*
- *Human resource for CHSA fund development*

Increasing Marketing & Fundraising Capacity

- *Aligning regulations*
- *Targeting and prioritizing lobbying and advocacy*

Identifying & Acting On Legislative & Regulatory Priorities

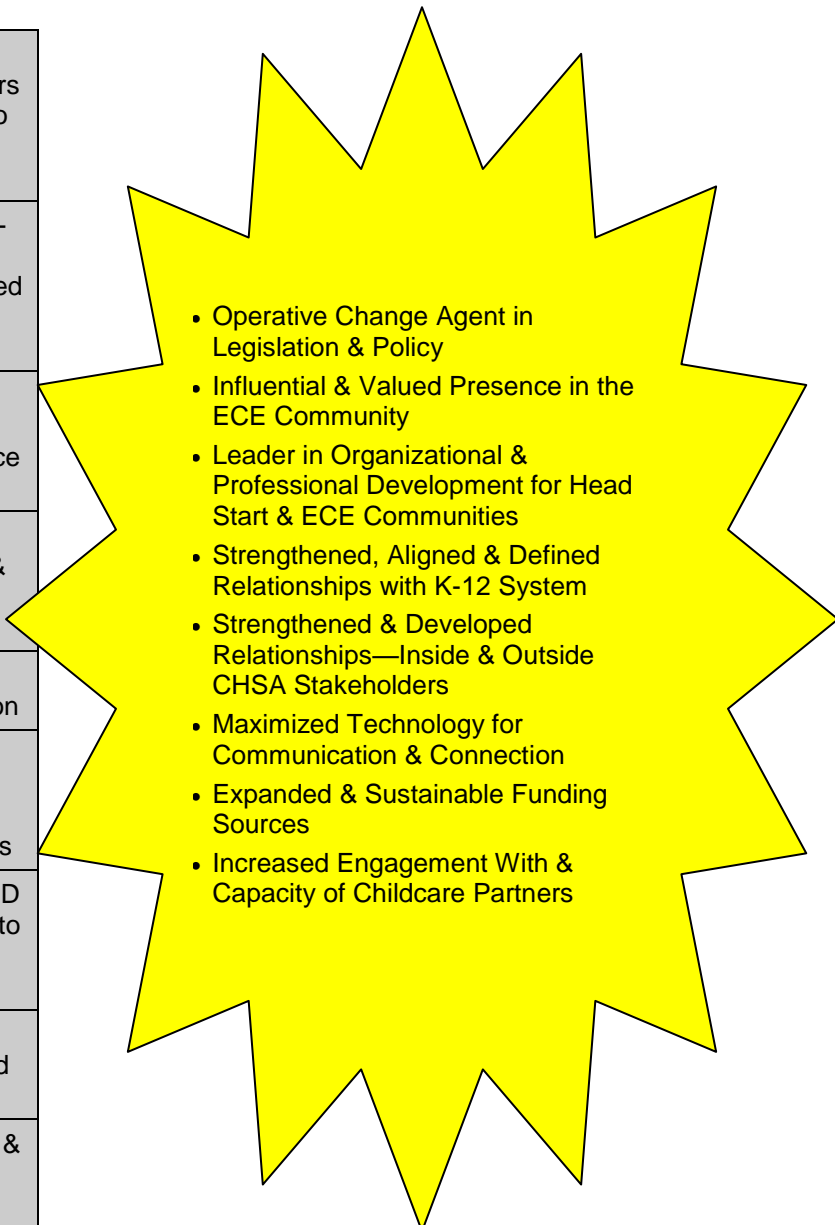
- *Building ECE and Head Start partnerships*
- *Networking and relationship building in school districts—local and state*

Building Strong Relationships With ECE & K-12 Systems

- *Increasing technology use*
- *Expanding and targeting conference attendees*

Providing Relevant Professional Development, Including a Spotlight on Organizational Capacity Building & Use of Technology

ECE Community Views Head Start as Competitors & Elitists Resulting in No Trust or Willingness to Partner
Early Learning is Undervalued by K-12 System Resulting in Uncoordinated Approaches to Service Delivery
Competing Priorities & Workload Demands Restrict Effective Influence on Legislation & Policy
Discomfort With & No Access to Technology & Training Limit Communication
Competing Interests Discourages Collaboration
Siloed & Insufficient Funding Leads to Competition & Uncoordinated Funding Streams
No Collaboration of TA/PD Efforts & Funding Leads to Uneven Access & Inconsistent Content
Limited Focus & Knowledge of Diversified Funding Opportunities
Inconsistent Regulations & Language Block Coordination Between Head Start & ECE Programs



- Operative Change Agent in Legislation & Policy
- Influential & Valued Presence in the ECE Community
- Leader in Organizational & Professional Development for Head Start & ECE Communities
- Strengthened, Aligned & Defined Relationships with K-12 System
- Strengthened & Developed Relationships—Inside & Outside CHSA Stakeholders
- Maximized Technology for Communication & Connection
- Expanded & Sustainable Funding Sources
- Increased Engagement With & Capacity of Childcare Partners

FY 2014-15 Calendar

1. Identifying & Acting on Legislative & Regulatory Priorities

Goals: By 6/30/15...	Qtr 1: Jul – Sept 2014	Qtr 2: Oct – Dec	Qtr 3: Jan-Mar 2015	Qtr 4: Apr –Jun 2015
<i>Educate CHSA members on legislation and policy via written and/or quarterly calls; annual cluster visits by E.D.; opening sessions at events; expanded policy and leg updates on website</i>	Cluster reps invite RM to Cluster mtgs to provide policy update. (RM) CHSA policy written and/or call update to Directors (RM) Web Policy updates (RM, PC)	Provide policy updates at Cluster meetings (RM) CHSA policy written and/or call update to Directors (RM) Produce Child Outcomes Bulletin for distribution (RM)	Provides policy updates at Cluster mtgs (RM) CHSA policy written and/or call update to Directors (RM) Policy update @ PFE, ECE, Research Inst (RM)	Provide policy updates at Cluster mtgs (RM) CHSA policy written and/or call update to Directors (RM) Policy update @ Health Inst (RM)
<i>Influence changes in state and federal policy: DRS; Reauthorization for 0-5 continuum; and DSS licensing legislation frameworks & influence regulation alignment for program operations</i>	Guidance to NHSA's recs on DRS & Reauth. (RM) Workgroup produce paper for Infant/Toddler licensing legislation. Workgroup Lead: Keesha W.; Members: Camilla, Brenda, Colleen, Pamm, Paula, Ana; staff: RM, ID Bd mbr & chair for Realignment task force (Bd)	Guidance to NHSA re: DRS & Reauthorization (RM) Draft proposed language for infant/toddler licensing bill and recruit leg. author (RM, Keesha W., consultant)	Advocate in CA Legislature to pass legislation on infant/toddler licensing (RM, Keesha W., consultant)	Advocate in CA Legislature to pass legislation on infant/toddler licensing (RM, Keesha W., consultant)
<i>Six CHSA ambassadors will build one additional significant partnership at the state or federal level</i>	Facilitate partnership conversation w/Bd at June board meeting (Colleen V.)	6 Ambassadors (Bd, -- see rep list)	6 Ambassadors (Bd – see rep list)	6 Ambassadors (Bd – see rep list)
<i>Participate in key state ECE groups, including SPI's Stakeholders, CA Child Dev. Coalition, State Adv. Comm on Early Ed, Child Dev. Policy Inst., Water Cooler meetings, ECE Advocates, State HS Collab. Office Adv Bd.</i>	Participate in ongoing meetings and calls. (see rep list)	Participate in ongoing meetings and calls. (see rep list)	Participate in ongoing meetings and calls. (see rep list)	Participate in ongoing meetings and calls. (see rep list)
<i>Lead advocacy for CA Congressional Reps</i>	Organize Capitol Hill visits for Californians in D.C. for NHSA's Leadership Inst. (RM)		Organize Capitol Hill visits for Californians in D.C. for NHSA's Leadership Inst. (RM)	

2. Building Strong Relationships With ECE & K-12 Systems

Goals: By 6/30/15...	Qtr 1: Jul – Sept 2014	Qtr 2: Oct – Dec	Qtr 3: Jan-Mar 2015	Qtr 4: Apr –Jun 2015
<i>100% (90) grantees join their Local Planning Council in 52 counties—ID local contacts in each county; educate grantees; “how to” workshops</i>	Add LPC questions to membrshp invoice (DB) LPC list from CDE (RM) Recruit & ID Bd to lead LPC goal (Bd)	LPC workgroup mtg (Bd) LPC cohort at annual ED conf (Bd)	LPC cohort at MDI conf (Bd)	
<i>Explore meaningful leadership opportunities within CHSA for ECE and/or K-12 engagement; make changes & recruit</i>	Recruit & ID bd for Leadership task force (Bd) Leadership task force meets (Bd) Task Force lead: Paula; Task Force Members: Stephanie, Stacey, Pamm, Cindy, Esmirna, Vicky, Janet	Leadership task force recommendations (Bd)	Leadership task force changes & recruitment (Bd) CHSA co-sponsor CA ECE Advocacy day (RM)	Leadership partners opportunity in place (Bd) Revisit CHSA bylaws (Bd)
<i>10% grantee increase of FY14/15 dues-paying members & actively engage 20+ new members in CHSA’s strategic plan activities</i>	Create form to ID reasons for non-membership (RM) Send cluster reps non-mbr info & form (DB) Cluster reps reach-out and invite non-attending prgms to cluster mtgs (Cluster)	Cluster reps report re: non-mbr info (Cluster reps) Webinar “How to LPC” targeting 20+ new mbrs (Bd members: Colleen, Brenda, Bethany, Sophia, Janet, Patty; tech staff: PC)		

3. Increasing Marketing & Fundraising Capacity

<i>Create resources on website promoted through social media that support targeted program improvement content, pivotal advocacy efforts and donation giving</i>	Web/Const Ctc analytics(PC) Analyze web sections (staff) Webpg compliance issues R9 & prgm resources (RM, PC) \$2/child web button (RM, PC) Post pivotal advocacy efforts on front page (RM, PC)	Website function assessment (staff)	Convert online marketing (DB, PC)	Launch electronic membership (DB, PC)
<i>Grant writer options researched & consultant secured</i>	Research & secure grant writer (RM) Secure grant writer for early math project for foundation proposal (RM)	Report to board opportunities for grant support (RM)		
<i>Develop a marketing plan with goals, activities and timeline ready for launch by 7/1/15</i>	Concept paper re: marketing campaign, (RM) Research & pursue funding for consult/plan dvlpmt (RM)	ID consultants & funders (RM) CHSA annual report done (RM)	Planning process underway (RM)	Planning process underway (RM)

<i>Produce Wage Survey and Report</i>	Evaluate recent report and design survey for Fall. (RM, consultant)	Launch survey, collect and analyze data. (RM, consultant)	Complete and publish Wage Report. (RM, consultant)	
<i>Fundraise to support advocacy, via \$2/Child Campaign</i>	Circulate toolkit to directors at start of year (RM) Encourage programs at Cluster meetings (Bd rep, Cluster Reps)	Cluster Reps check in with local programs at Cluster meetings (Cluster Reps)	Programs send checks to CHSA and CHSA forwards half to R9HSA (Clusters, staff).	Report outcome to full board. (Cluster reps, RM)

4. Providing Professional Development, Including Org Capacity Building & Use of Technology

<i>Two training strands on leader-ship and business mgt: 1 F2F training strand at P&L Inst; 1 webinar series (3 modules a la carte); content matches most pressing needs.</i>	Advisory group on org capacity opportunities (Bd, members: Camilla, Colleen, Denise, Sheila, Ana; Staff: CH, RM) ID leadership webinar content (RM, CH)	Building organizational webinar content; start series 11/14 (RM, PC)	At least 1 strand on Ldrshp & org development (RM, CH)	
<i>Collect and use demographics and data for: direct marketing; corporate partnership requests; focused PD; locations for trainings</i>	Staff demographic mtg; PC pre-search her tools (CH)	Implement new data collection standards (CH, PC)		
<i>Plan, organize and host annual Education & PFE Conf. and Research Inst.</i>	Organize planning comm. and begin securing content (CH) Assess training needs for new EHS/Partnerships. (CH, RM, consultant).	Convene Program Comm, finalize program, manage registration (all staff). Develop training offerings for newly funded EHS grants (CH, RM, consultant).	Hold event. (all staff)	Review sites and negotiate contract for next year. (CH)
<i>Plan, organize and host CHSA Health Institute</i>	Convene Planning Team (CH)	Convene Planning Team and begin securing content (CH)	Finalize program and open registration (all staff)	Hold event (all staff). Review sites for next year. (CH)
<i>Plan, organize and host CHSA Policy & Leadership Conference</i>	Evaluate Policy & Leadership Conf. from June. (CH, RM)	Begin securing content for July 2015 event. (CH, RM)	Finalize program for July, 2015. (CH, RM)	Manage registration and prepare materials (all staff).
<i>Deliver Family Development Credential training and coaching for local trainers.</i>	Distribute credentials from 2013-14, plan fall Training Institute, provide ongoing coaching. (JB, RM, PC)	Hold Training Institute (T4T), plan for continuing ed event to current trainers, ongoing coaching (JB, RM)	Present at PFE, ongoing coaching, possible Supervisors training (JB)	Ongoing coaching. (JB)