



Early Care &
Learning Council

United to Promote Quality

STRATEGIC PLAN

2023
TO
2027

MISSION

The Early Care & Learning Council is the membership agency for the New York State Child Care Resource & Referral (CCR&R) network. We offer training and professional development to CCR&Rs and deliver innovative curricula throughout the state. We elevate the voices of CCR&R's, cultivate new initiatives, and build sustainable child care systems.

VISION

As the membership agency for the Child Care Resource & Referral network, ECLC envisions a high-performing network that champions accessible, affordable, high-quality child care; provides exceptional supports and resources to child care providers and advances racial equity through policy and practice.

VALUES

- E: Elevating the CCR&R membership through education and equitable practices
- C: Commitment to constructive change that positively impacts children and providers
- L: Leading with integrity, innovation, and compassion
- C: Collaborating in partnership with the communities we serve





DIVERSITY, EQUITY, INCLUSION & BELONGING

GOAL

We provide equitable support to NYS's CCR&R network, children, families, and providers.

STRATEGY

1. We appreciate differences and cultivate an inclusive and belonging environment while providing services as unique as those we serve.
2. We are self-aware and intentional about self-growth and understanding cultural differences that will allow us to provide equitable and inclusive services to our colleagues and all external stakeholders.
3. We strive to appreciate one another for our unique backgrounds to clear barriers while amplifying our network and staff's individual and collective voices.
4. We are dedicated to building a professional environment that emphasizes 'Belonging' to broaden our scope of Diversity, Equity, and Inclusion practices.

DIVERSITY, EQUITY, INCLUSION & BELONGING

KEY ACTION STEPS (2023)

1. Encourage staff to be present holistically in an organization where they bring their whole selves to work and identify themselves in their work.
2. Establish key organization, network, and state workgroups and committees
3. CCR&Rs
 - Learning Cafes
 - Multicultural workgroup
 - DEIB Roundtable
 - DEIB Leadership Initiative, including IDI & IDP
4. Organization
 - DEIB Team
 - Participation in Multi-Cultural Workgroup
 - IDI/IDP
5. Board of Directors
 - Focus on diversity as a key element of board evolution and development
 - Support board engagement in DEIB work utilizing DEIB Workgroup
6. State
 - Leading with Racial Equity cohort
7. Expand the Expulsion and Suspension Framework
 - Develop a Village of systems collaborators
8. Advocate for the establishment of DEIB positions within the network

MEASUREMENT / ASSESSMENT

- IDI IDP Pre/Post—for CCR&R DEIB Leadership.
- Erickson Institute for 2023—quarterly review/report.
- Surveys for Learning Café and Multi-Cultural work group—utilizing measurement tools that look at impact.

2024/2025 GOALS

To see the impact across the network through impact reporting. Behavioral shifts expressed through policies, practices and impact reporting. This will include how the results of this work are showing up in CCR&R agencies—which impact hiring/policy/practice. Erickson Institute may measure this behavioral change.



POLICY

GOAL

We work to increase funding in identified areas—within both the CCR&R network and the ECE system.

STRATEGY

1. We establish a mutual understanding of the critical importance of the CCR&R network with all elected officials and policy makers.
2. We cultivate a community of policy leaders throughout the CCR&R network and work in partnership with collaborators across the greater ECE system to advocate on behalf of children and families.
3. We strengthen current partnerships (i.e., the union) and build new ones to provide strategic support to CCR&Rs and the child care providers whom they serve.
4. We establish internal policies, with the support of the Board, which provides fiscal oversight, to identify opportunities for fiscal growth and the strategic investment of current funds.



POLICY

KEY ACTION STEPS (2023)

1. Increase Policy and Advocacy presence through key meetings with legislature and strategic work with lobbyist.
2. Collaborate with CCR&R network and OCFS to move policy priorities and determine ECLC's role in funding.
3. Work collaboratively with DEIB department on the elimination of suspension and expulsion of black and brown children.
4. Identify legislation that ECLC can support and introduce legislation as needed.
5. Partner with the Board Development Chair to cultivate a plan for the strategic evolution of the board.
6. Meet with Board Finance Chair and consult with Executive Committee to identify investment strategies for financial holdings.
7. Submit Outreach /Impact RFP from CCAoA— application for short term capacity building opportunity in the amount of \$22,000. June 2023–Feb 2024 timeline.
8. Provide TA to the CCR&R network to capture stories to share with legislators. Look into grants for administrative support year-round.

MEASUREMENT / ASSESSMENT

- Increased core contracts for CCR&Rs from \$16.7 to \$23 million.
- Stabilization—continue to keep this work as part of focus across the network, through Child Care Supply building strategies.
- Leverage the funding that has been realized.
- Growth of network's advocacy work at the CCR&R staff level—evidence of sharing of stories with legislators.
- Leadership Summit—evaluation of the network—where they are with our advocacy—are they meeting with their legislators—what are barriers to them doing advocacy? Drill down to find out what is holding them back?

2024/2025 GOALS

CCDF plan for 2024 and 2025





CCR&R NETWORK

GOAL

We are competitively positioned to leverage the strengths of ECLC and the CCR&R membership to meet the demands of prioritized work.

STRATEGY

1. We adapt and evolve to opportunities, to be as competitive as possible in the ECE field and responsive to those whom we serve; we are a trusted voice at the ECE table.
2. We identify and articulate clear steps to assess and maximize the strengths of the CCR&R network over the next 5-10 years.
3. We take strategic steps to position ECLC to increase support of the CCR&Rs to meet the best practice needs of the modern world.
4. As a critical leader within the ECE system, we provide necessary support to the CCR&R network that allows them to adapt to changing needs and grow into the future.
5. We work in alignment with established and new partners to strengthen and support the work of ECLC's Early Childhood Education initiatives across the state. These partnerships strengthen our network 's visibility and relevance.



CCR&R NETWORK

KEY ACTION STEPS (2023)

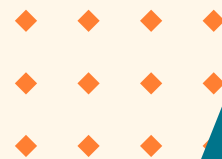
1. Create a recurring system to work with the CCR&R network that supports continuous improvement and sustainability (relevance and re-envisioning).
2. Expand CCR&R Specialty Groups and assess requests, and/or challenges/successes that are the focus of specialty group discussions to guide support that ECLC provides to the CCR&R network.
3. Implement gap analysis of CCR&R services annually at Leadership Summit.
 - Identify work groups (CCR&R & ECLC) to follow up on gap analysis findings.
 - Actively seek out and invite potential (regional) partners to brainstorm with work groups- convene round table meetings.
4. Identify opportunities/openings within communities that are business/growth opportunities for CCR&Rs.
 - Explore opportunities at membership meetings and through continuing and building upon partnerships with both State organizations and statewide non-profit and educational organizations.
5. Annually provide ECLC support to a handful of CCR&Rs to launch new business/growth initiatives.
 - Align with grants received.
6. Increase ECLC staff capacity and skillset to support CCR&R network and growth initiatives.

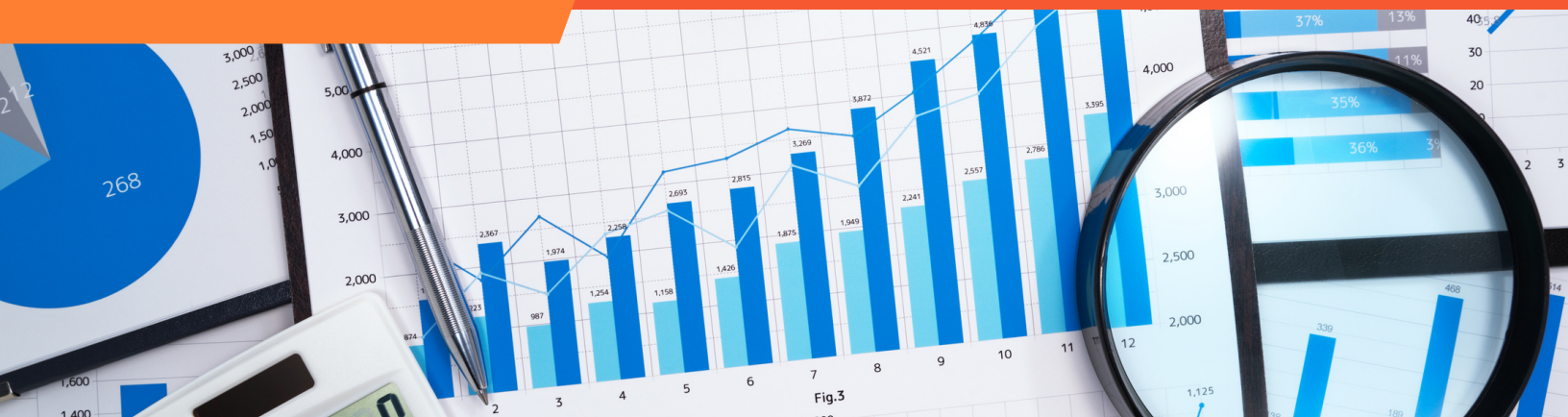
MEASUREMENT / ASSESSMENT

- Evaluations for training workshops and Directors' series—summary for end of year.
- Evaluation for membership meetings (2x annually).
- Trainers Credential.
- Pyramid Model.
- Updates to trainings and workshops—look at all intentionally through DEIB lens—curriculum and trainer's manuals—make revisions that reflect intentional DEIB perspective.

2024/2025 GOALS

- Continue to explore additional ITMH funding to expand CCRR capacity and reach.
- Continued expansion of shared services with CCRR's.





DATA & COMMUNICATIONS

GOAL

We interpret and share data on family and child care needs to expand and improve the infrastructure of services provided by ECLC and the CCR&R members.

STRATEGY

1. We continue to expand our data infrastructure to collect meaningful statistics that allow us to tell the story and impact of ECLC and CCR&R work in the ECE arena.
2. We raise awareness across the state through strategic and timely communication, about the importance & impact of CCR&R services, supported by ECLC as the coordinating hub, utilizing data collected by the council and the network of CCR&Rs.



DATA & COMMUNICATIONS

KEY ACTION STEPS (2023)

1. Create and share marketing resources that clearly tell the CCR&R story.
 - Annually establish a communications calendar and deliverables.
2. Develop a marketing portfolio that details ECLC's role coordinating services and programs in support of the CCR&R network.
 - Secure intern to support team with research and publishing of docs.
 - Establish a file on the shared drive that holds all current marketing docs by department.
 - Place all public material on website.
3. Establish a Marketing and Data Specialty group to support and align messaging across the network.
4. Review current data collection systems and agreements to guide identification and implementation of new systems that support strong data collection across all ECLC and CCR&R ECE initiatives.
 - Annual review of data system use/compliance by CCR&R network.
 - Annual review of data reports.
 - Annual review of data needs.
 - Gap analysis.
 - Plan for updates/changes.

MEASUREMENT / ASSESSMENT

- Meet portfolio development expectations—publish reports by department/project, inclusive of data, that reflect successful initiatives of ECLC and network.
- Evidence of aligned marketing initiatives across the network.
- Data collection capacity across MITCH and MATCH systems has continued to expand.
- Publication of end-of-year data reports that highlight the growth and impact of all departments.

2024/2025 GOALS

- Increase network wide marketing messages and alignment.
- Continue to explore the data collection in various projects across different aspects of work done by CCRR's.





ANNUAL REFLECTION PROCESS

1. Annually (Q4) assess organizations progress in achieving goals.
2. Identify which goals were achieved (or partially met) and illuminate successes.
3. Highlight challenges in meeting specific goals.
4. Present suggestions for overcoming challenges in following year.
5. Provide details around next year's goals and measurement process.



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