

The
Child Care
Initiative
For Greenville County

S T R A T E G I C P L A N



August, 2002

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An Open Letter to the Community

May 2002

Dear Greenville County Citizens:

As we consider ways to make our community the strongest it can be – both for now and for the future – nothing we do is quite as important as ensuring that our youngest citizens and leaders of tomorrow have the best possible foundation in life.

In order for the infants, toddlers, and preschoolers of Greenville County to have the best foundation, we, as a community, must build the strongest child care system we can. The earliest care our children receive will influence their intelligence, their emotional health, their physical health . . . and their entire future either in either positive or a negative ways.

Last year, United Way's Success By 6[®] and Greenville County First Steps funded a comprehensive assessment, "The Early Childhood System in Greenville County," conducted by Child Care Services Association of Chapel Hill, N.C. The meticulous study of the quality, availability, and affordability of child care resulted in twenty-three recommendations to strengthen our child care system. In January, we began work on a Strategic Plan to implement the recommendations from the Child Care System Study.

Today, we are pleased to share with you the Child Care Initiative Strategic Plan. Between the study and this plan, hundreds of individuals and dozens of organizations have shared views on what is important and how to proceed. We are convinced that implementation of this plan will have a positive impact on children beginning with the first year of implementation.

We invite your support, your involvement, and your commitment to help make Greenville's child care system one that allows every child to develop to his or her fullest emotional, intellectual, and physical potential.

Sincerely,

Frank Holleman, Chairman
Success By 6[®]

Ted Hendry, President
United Way of Greenville County

Mission Statement

To ensure child care
quality, availability and affordability,
The Child Care Initiative
will engage all public and private stakeholders
in the Greenville County child care system
to nurture coordination and expansion of resources,
communicate child care issues and opportunities and
influence public policy.

Strategic Goals

Coordination is the thread running through all goals, objectives, and actions.

Quality	Improve the quality of child care environments; practices and policies; and education and compensation of staff.
Availability	Expand the availability of quality child care programs in all geographic areas.
Affordability	Increase private and public subsidies for families who need assistance in purchasing quality child care.
Stakeholder Education	Enhance the knowledge of families, businesses and care providers regarding quality, availability and affordability of child care resources.
Public Policy	Create awareness of child care issues and encourage aggressive development of solutions by citizens; businesses; and local, state and federal governments.

Strategic Objectives for Each Goal

Quality

Advance the quality of child care environments; practices and policies; and the education and compensation of the staff.

- Raise education levels of child care providers.
- Increase the number of nationally accredited child care programs.
- Strengthen child care environments and health and human services for families.
- Improve human resource benefits for child care providers

Availability

Expand the availability of quality child care programs in all geographic areas.

- Expand the number of high quality infant and toddler care programs.
- Enhance the level of quality for all child care programs.
- Develop a multi-dimensional database of all aspects of the child care system in Greenville County

Affordability

Increase private and public subsidies for parents who need assistance in purchasing quality child care.

- Offer technical assistance for child care programs to develop scholarships and sliding fee scales.
- Increase awareness of child care subsidy among eligible families.

Stakeholder Education

Enhance the knowledge of families, businesses and child care providers regarding quality, availability, and affordability of child care resources.

- Improve leadership in the coordination of child care services and information.
- Help parents understand the importance of and how to identify high quality child care programs.
- Engage the business community to provide financial and advocacy support.

Public Policy

Create awareness of child care issues and encourage aggressive development of solutions by citizens; businesses; and local, state, and federal governments.

- Advocate for an increase in child care subsidy funds and expanded income eligibility limits.
- Advocate for strengthening child care regulations to include standards of quality.
- Develop a system for research and tracking of key measures to communicate need/progress.

Objective Launch Dates

Implementation Timetable	Year	Year	Year
	2002 - 2003	2003- 2004	2004- 2005
Quality Objectives:			
Raise education levels of child care providers.	>	>	>
Increase the number of nationally accredited child care programs.	>	>	>
Strengthen child care environments and health and human services for families.	>	>	>
Improve human resource benefits for child care providers.	>	>	>
Availability Objectives:			
Expand the number of high quality infant and toddler care programs.	>	>	>
Enhance the level of quality of care for all child care programs.	>	>	>
Develop a multidimensional database capturing all aspects of child care system.		>	>
Affordability Objectives:			
Offer technical assistance to develop scholarships and sliding fee scales.	>	>	>
Increase awareness of child care subsidy among eligible families.		>	>
Stakeholder Education Objectives:			
Improve coordination of child care services and information.	>	>	>
Communicate importance of high quality child care & how to identify it.	>	>	>
Engage the business community to provide financial and advocacy support.	>	>	>
Public Policy Objectives:			
Advocate for child care regulations to include quality of programs.		>	>
Advocate for increased subsidies and expanded income limits.	>	>	>
Develop a system for research and tracking of key child care measures.	>	>	>

The Child Care Initiative

2002-2003 Implementation Plan

Partners

Partners Matrix

Implementation Plan

Measures Matrix

Strategic Planning Schedule for 2002-2003

Partners Responsible for Implementation

Child care systems are highly fragmented. The Greenville system is made up of providers in homes, multi-state for-profit corporations, faith community providers, governmental agencies, educational institutions, United Way, Chamber of Commerce and local businesses. No single organization holds total responsibility or accountability. It is shared among all. It is only through collaboration that quality child care will be available and affordable for all.

Child Care Providers. The most important group in the implementation of the plan are child care providers. Every action will involve a provider.

Parents of Young Children. Parents who utilize child care resources will be involved in all efforts to improve the Child Care System in Greenville County.

United Way of Greenville County's Success By 6®. As the co-sponsor of the study and of the Strategic Plan Success By 6® will have oversight for this initiative.

Greenville's Child. The organization responsible for resource and referral efforts for the entire child care system will play a critical role as a facilitator and partner.

Greenville County First Steps. As the co-sponsor of the study and as a group that has involved public and private organizations in early education initiatives, First Steps will play a key role.

SHARE Head Start. This provider cares for more children than any other in the county. While their focus has been primarily 3 & 4 year olds, they seek to expand infant and toddler care.

Child Care Association of Greenville County. This organization, made up of child care providers in the private sector, will have representation on as many actions as possible.

The School District of Greenville County, Lifelong Learning. This school district department provides seminars and workshops for child care providers.

The School District of Greenville County, Early Education. As a critical source of technical early development knowledge and experience, this staff will be involved in a number of key actions.

Center for Child Care Career Development. Their goal is to improve the quality of child care by increasing the level of education and training of teachers working in child care..

Greater Greenville Chamber of Commerce. Involvement of the business community is critical. The Chamber will help improve human resource capacity of centers and homes.

Greenville County DSS. As the agency responsible for licensing care, it will play a key role in a number of actions to improve quality.

Department of Health and Human Services (DHHS). Responsible for the ABC Voucher implementation and helping providers improve quality, DHHS will be an important partner.

Community Foundation of Greater Greenville. As a champion of child care and potential source of financial support, the Community Foundation will be a critically important partner.

Facilitators and Partners Matrix for Implementing Year One Objectives*:

	United Way of Greenville County Success By 6	Greenville County Child Care Providers	Parents – Child care consumers	Greenville County First Steps	Greenville's Child	School District of Greenville County Lifelong Learning	School District of Greenville County Early Education	Child Care Association of Greenville County	Center for Child Care Career Development	Chamber of Commerce of Greater Greenville	Department of Health and Human Services (DHHS)	Greenville County DHHS	SHARE Head Start	Community Foundation of Greater Greenville
Quality Objectives:														
• Raise the education level of child care providers.				■	■			■	■				■	
• Increase the number of nationally accredited child care programs.		■		■	■		■	■	■				■	■
• Strengthen child care environments and health and human services for families.		■		■	■		■	■	■		■	■	■	
• Improve human resource benefits for child care providers.		■			■		■	■		■				
Availability Objectives:														
• Expand the number of high quality infant and toddler care programs.	■	■			■			■					■	■
• Enhance the level of quality of care for all child care programs.	■	■			■		■	■				■		
Affordability Objectives:														
• Offer technical assistance to develop scholarships and sliding fee scales.		■			■			■						
Stakeholder Education Objectives:														
• Improve coordination of child care services and information.		■			■		■							■
• Educate parents on importance of high quality child care & how to identify it.		■		■	■		■				■	■		
• Engage the business community to provide financial and advocacy support.	■	■			■					■				■
Public Policy Objectives:														
• Advocate for increased subsidies and expanded income limits.	■	■			■			■			■	■	■	
• Develop a system for research and tracking key child care measures.	■	■			■			■			■	■		

*Key to Grid: ■ Facilitator of Effort ■ Partner in Effort □ Not involved in this Effort

2002-2003 Implementation Work Plan

QUALITY	Facilitator Partner	2002 Benchmarks	Timing
<p>Improve the education level of child care providers.</p> <ul style="list-style-type: none"> Provide incentives to increase participation in T.E.A.C.H. courses. 	<p>First Steps</p> <p><i>First Steps</i></p>	<p>300 child care employees complete a course.</p>	<p>6/03</p>
<p>Increase the number of nationally accredited child care programs.</p> <ul style="list-style-type: none"> Develop an information package and hold an open meeting for all child care providers to attend on the ABCs of NAEYC accreditation. Solicit funding for five centers to undergo the NAEYC self-study. 	<p>First Steps</p> <p><i>First Steps</i></p> <p><i>Success By 6[®]</i></p>	<p>Meeting held and information distributed.</p> <p>Self studies underway in at least 3 new programs.</p>	<p>10/02</p> <p>6/03</p>
<p>Strengthen child care environments and services for families.</p> <ul style="list-style-type: none"> Increase participation in the USDA Food Program. Communicate availability of health and human services to all subsidy recipients. 	<p>Greenville's Child</p> <p><i>Greenville's Child</i></p> <p><i>Greenville's Child</i></p>	<ul style="list-style-type: none"> Provide information and one-on-one technical assistance as needed. Develop resource sheet in English and Spanish. Distribute to programs receiving ABC vouchers. 	<p>8/03</p> <p>10/02</p>
<p>Improve human resource benefits for child care providers.</p> <ul style="list-style-type: none"> Provide training on wage and hour requirements for all child care center operators and employees in Greenville County. Provide training for directors on the development of internal salary scales. 	<p>Chamber of Commerce</p> <p><i>Chamber of Commerce</i></p> <p><i>Greenville's Child</i></p>	<p>Wage and hour seminar held – 25% of all county providers attend meeting.</p> <p>Seminar held on ways to develop internal salary scales.</p>	<p>11/02</p> <p>2/03</p>

2002-2003 Implementation Work Plan

AVAILABILITY	Facilitator Partner	2002 Benchmarks	Timing
<p>Expand the number of high quality infant and toddler programs.</p> <ul style="list-style-type: none"> Expand the distribution of information, technical assistance and on-going support for prospective child care programs. Solicit start up grants for new infant and toddler programs. 	<p>Success By 6[®] <i>Greenville's Child</i></p> <p>Success By 6[®]</p>	<p>Start-up kits developed – mentors recruited – periodic – “How to start a child care program” seminars offered.</p> <p>Provide grants for materials or renovation for 3 new or expanded infant and toddler care programs.</p>	<p>9/02</p> <p>6/03</p>
<p>Enhance the level of care for all child care programs.</p> <ul style="list-style-type: none"> Raise the level of care (from registered to licensed, from licensed to ABC-enhanced) in 25 centers. Communicate the benefits of becoming ABC-enhanced to all non-enhanced centers. 	<p>DHHS</p> <p><i>First Steps</i></p> <p><i>Greenville's Child</i></p>	<p>Twenty-five programs raise the level of care.</p> <p>Contact report on providing printed information and one-on-one follow up with all owner/directors.</p>	<p>8/03</p> <p>2/03</p>
AFFORDABILITY	Facilitator Partner	2002 Benchmarks	Timing
<p>Offer technical assistance on scholarships and sliding fee scales.</p> <ul style="list-style-type: none"> Develop a workshop and offer several times through the year on how to develop and implement a sliding fee scale program with scholarships. 	<p>Greenville's Child</p> <p><i>SDGC Lifelong Learning</i></p>	<p>Three workshops held involving 25% of child care providers.</p>	<p>1/03</p>

2002-2003 Implementation Work Plan

STAKEHOLDER EDUCATION	Facilitator <i>Partner</i>	2002 Benchmarks	Timing
<p>Improve coordination of child care services and information.</p> <ul style="list-style-type: none"> Develop a Strategic Plan for Greenville's Child to hold the principal role in the coordination of child care services and information. Secure funding to assist Greenville's Child in implementing plan. 	<p>Community Foundation</p> <p><i>Greenville's Child</i></p> <p><i>Success By 6[®]</i></p>	<p>Planning involving Success By 6, First Steps, and Community Foundation undertaken and completed.</p> <p>Funding for activity expansion.</p>	<p>7/02</p> <p>9/02</p> <p>3/03</p>
<p>Educate parents on the importance of high quality child care and how to identify it.</p> <ul style="list-style-type: none"> Update brochure on importance of child care quality and easy ways to identify quality child care. Brochure distributed to pediatrician offices, PAT educators, Libraries, NAEYC child care programs and by DSS and DHHS case workers. 	<p>Greenville's Child</p> <p><i>Greenville's Child</i></p> <p><i>First Steps</i></p>	<p>Updated brochure in English and Spanish developed.</p> <p>10,000 brochures produced and distributed</p>	<p>10/02</p> <p>6/03</p>
<p>Engage the businesses community to provide financial and advocacy support.</p> <ul style="list-style-type: none"> Collaborate with the business community to generate resources to improve the quality of child care. Develop and distribute a simple brochure on ten ways employers can help employees with child care. Promote/Advocate early care and education as a component of a Family Friendly Workplace environment. 	<p>Success By 6[®]</p> <p><i>First Steps</i></p> <p><i>Success By 6[®]</i></p> <p><i>Success By 6[®]</i></p> <p>Chamber of Commerce</p>	<ul style="list-style-type: none"> Funds raised, outreach worker hired. Submit grant application to become a pilot community to help increase business support for child care. <p>Brochure developed and distributed.</p> <p>Workshop held on "Return on Investment" to help increase business support for child care.</p>	<p>12/02</p> <p>3/03</p> <p>4/03</p>

2002-2003 Implementation Work Plan

PUBLIC POLICY	Facilitator Partner	2002 Benchmarks	Timing
<p>Advocate for increased subsidies and expanded income limits.</p> <ul style="list-style-type: none"> Develop and implement a formal communication effort with local, state, and national legislators regarding the importance of child care subsidies. 	<p>Success By 6[®] Success By 6[®]</p>	<p>Every local, state, and national legislator (and/or staff) receives a minimum of 3 personal letters, 2 one-on-one meetings on child care issues.</p> <p><i>Note: Coordinate advocacy with GHS Children's Hospital Upstate CAN</i></p>	<p>3/03</p>
<p>Develop a system for research and tracking of key child care measures.</p> <ul style="list-style-type: none"> Develop a simplified list of key measures for progress in improving child care system in Greenville County. Implement a plan to collect and report the information on an annual basis. 	<p>Success By 6[®] Success By 6[®]</p>	<ul style="list-style-type: none"> Hold a meeting on data needed. Develop instrument(s) to collect data. Collect data and report findings. 	<p>9/02 11/02 4/02</p>

Measures Matrix* for Documenting Progress:

	Education level of child care providers	# NAEYC Accredited Centers	# Centers working on NAEYC accreditation	# TEACH participants – total & by center	# Center Environmental Assessments	# Centers receiving Technical Assistance	# Centers participating in Food Program	# Centers distributing human service info	# Licensed centers becoming registered	# Registered Center qualifying for vouchers	# Centers from ABC-eligible to Enhanced	# ABC-Enhanced Centers	# Centers attending wage/hour seminar	# Centers attending seminar on sliding fees	# Centers offering health insurance	# Centers offering employee scholarships	\$\$ in ABC Vouchers	\$\$ Community Child Care Scholarships	# ABC-Enhanced/NAEYC slots for infants	# ABC Enhanced/NAEYC slots for 1-2 years	Availability of incentives for TEACH	# Legislator one-on-one education session	Data (measures) collection system in place	Plan implemented for improved coordination	Business \$\$ for Child Care System Raised
Quality Objectives:																									
• Increase accredited care programs.																									
• Strengthen child care environments																									
• Augment provider HR knowledge.																									
Availability Objectives:																									
• Expand infant/toddler care programs.																									
• Enhance quality for all programs.																									
Affordability Objectives:																									
• Offer help for scholarships/sliding fees.																									
Stakeholder Education Objectives:																									
• Improve coordination: services/information.																									
• Educate parent: importance of quality.																									
• Engage the business community.																									
Public Policy Objectives:																									
• Secure incentives & TEACH participation.																									
• Advocate for regulations to include quality.																									
• Advocate: increase subsidies/income limits.																									
*Key to Grid:																									
	Measures impact of objective implementation.																								

Strategic Planning Calendar for 2002 – 2002

August 2002 Child Care Initiative Implementation Launch
Working Session to review/refine Year One Implementation
Child Care Initiative Partners

November 2002 First Quarter Update Meeting
Formal Reports on Objectives by Facilitators

February 2003 Second Quarter Update Meeting
Formal Reports on Objectives by Facilitators

May 2003 Data Collection Begins – Report in 45 days

May 2003 Third Quarter Update Meeting
Formal Reports on Objectives by Facilitators

June 2003 Annual Child Care Initiative Planning Session
Work Session to review and update objectives
Work Session to prepare Year Two Implementation Plan

August 2003 Annual Report to the Community:
United Way, Chamber of Commerce, Legislators
> Year One Implementation Highlights
> Review of Year Two Implementation Plan

The Child Care Task Force

Success By 6® of the United Way of Greenville County extends a special thanks to the Child Care Task Force and the many community members who helped identify issues and develop the strategic plan.

Task Force Co-Chairs:

Michele Brinn, Greater Greenville Chamber of Commerce
Reverend Bob Coon, Trinity Lutheran Church

Committee Members:

Chris Allen, The United Way of Greenville County
Linda Allen, Department of Social Services
Al Chiles, With In Reach
Marileen Chapman, Kids and Company
Rhonda Corley, The School District of Greenville County, Early Education Department
Elizabeth DuBose, Success By 6
Cindy Fritz, Greenville's Child, Inc.
Ted Hendry, The United Way of Greenville County
Frank Holleman, Success By 6
Beverly Hunter, Department of Health and Human Services
Rubye Jones, SHARE Head Start
Krista Kustra, The Center for Child Care Career Development
Mary Medlin, The Sunshine House
Weldon Mikulik, The United Way of Greenville County
Bob Morris, The Community Foundation of Greater Greenville
Grier Mullins, The Alliance for Quality Education
Maureen Neery, Child Care Center, Unitarian Universalist Fellowship
Laurie Rovin, Success By 6
David Russell, The School District of Greenville County
Katy Smith, The Center for Developmental Services
Minor Shaw, The United Way of Greenville County
Susan Shi, Success By 6
Lewis Smoak, Greenville County First Steps
Amanda Wilson, Greenville County First Steps

This plan was developed by Strategic Innovations of Greenville, South Carolina.