



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

BUILDING A THRIVING COMMUNITY

YMCA CHILDCARE RESOURCE SERVICE
STRATEGIC PLAN 2018 - 2023



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OPENING MESSAGE

YMCA CRS strengthens families and child care professionals so all children and youth reach their fullest potential. Our commitment to providing comprehensive support to families and child care providers builds a thriving community, and 2020 brought that to life in unexpected and important ways.

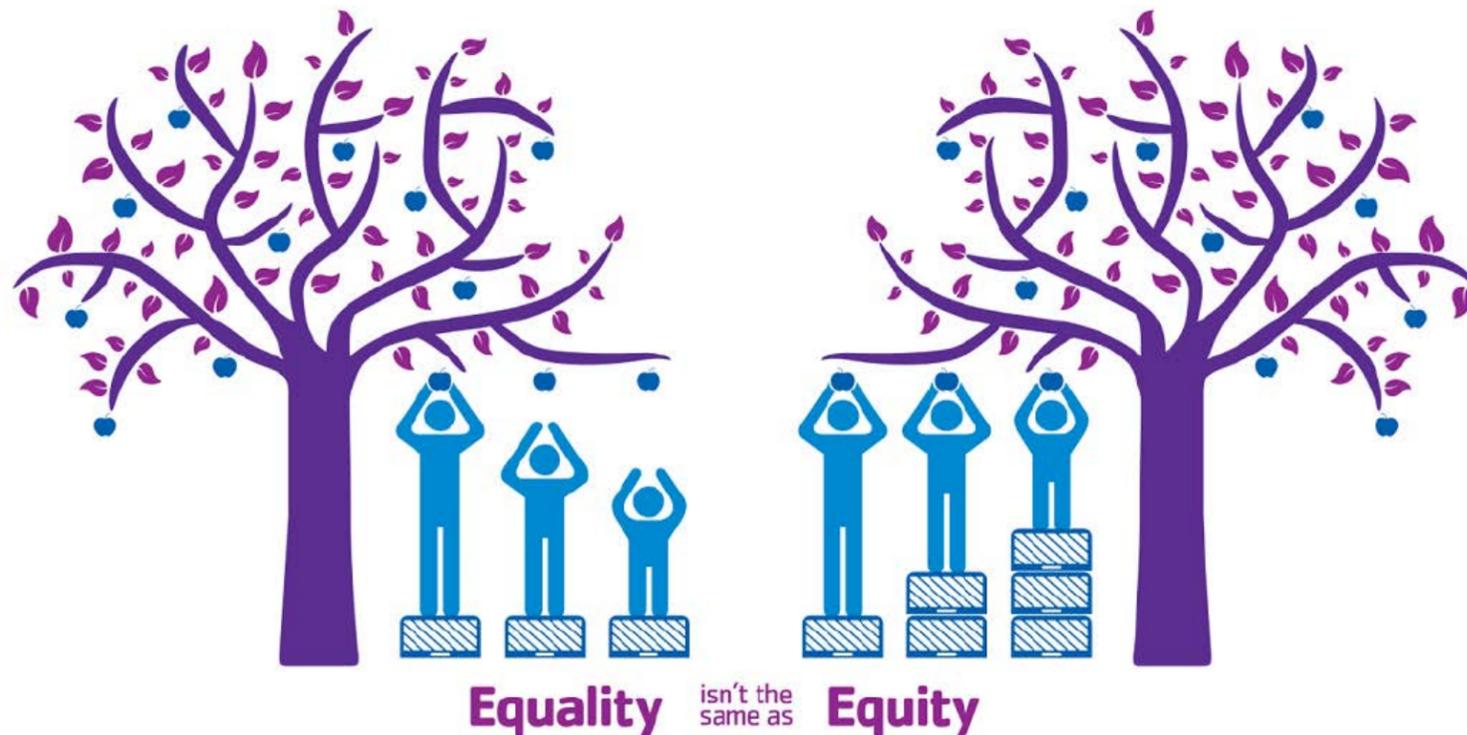
COMMITMENT TO EQUITY

YMCA CRS actively works to end the disparities and systemic oppression that impact our Black, Indigenous, and People of Color (BIPOC) staff, child care providers, children, and families. We know that issues of poverty and adversity stem from systemic racism, and we must tear down the barriers that have historically disenfranchised people of color.

We are dedicated to supporting all individuals, and a culturally relevant and reflective workforce that partners with the community using a trauma-informed and culturally responsive process ensures that all children can thrive.

We have started to identify needs around race, equity and justice in our workplace and in our programs. Strategic activities we are implementing include:

- Creating a Justice, Equity, Diversity, and Inclusion Steering Committee that drives leadership and thought partnership with our BIPOC staff.
- Activating a cross-departmental workgroup of passionate staff to bring equity initiatives to life and ensure that CRS departments at all levels intentionally integrate equity, diversity and inclusion.
- Hosting ongoing discussions for staff to communicate effectively and improve cross cultural conversations.
- Implementing cultural responsiveness, anti-racism and implicit bias education and trainings for our staff.
- Aligning with Racial Equity and Justice initiatives with the YMCA of San Diego County to coordinate activities across the organization and implement new policies and practices.
- Evaluating activities and progress using quantitative and qualitative data to assess impact and identify ongoing opportunities for improvement.



GUIDING PRINCIPLES

WE BELIEVE IN:

Strengthening families and child care professionals through comprehensive supports, ensuring all children and youth reach their fullest potential.

VISION:

Building a thriving community together: advocate, innovate, evaluate, connect.

YMCA CRS infuses the **Strengthening Families** approach from the Center for the Study of Social Policy into all of its programs to increase the protective factors of families and providers alike. Protective factors are skills or assets that individuals, families, and communities possess to limit adversity and prevent harm.



PARENTAL RESILIENCE:

A parent's or caregiver's ability to navigate the ups and downs of daily life, and manage stress when faced with challenges, adversity, and trauma.



SOCIAL CONNECTIONS:

Positive relationships that provide a family emotional, informational, and spiritual support.



KNOWLEDGE OF CHILD DEVELOPMENT:

Understanding the stages of child development and parenting strategies that support physical, cognitive, language, social, and emotional development.



SOCIAL AND EMOTIONAL COMPETENCE:

A child's ability to communicate clearly, recognize and regulate emotions, and establish and maintain relationships.



CONCRETE SUPPORT IN TIMES OF NEED:

Access to support and services that address a family's basic needs, such as food, healthcare, and housing.

**BY INCREASING
PROTECTIVE FACTORS,
WE ENSURE THAT
RISK FACTORS DO NOT
BECOME PREDICTIVE
FACTORS.**



STRATEGIC FRAMEWORK



INNOVATE

Staff is motivated to provide high quality, innovative services that meet the diverse needs of our community.

- Staff at all levels of the organization represents the diversity of our community.
- Staff have opportunities for professional growth.



CONNECT

YMCA CRS strengthens community by providing integrated services that increase family resilience.

- Barriers to accessing CRS and partner services are reduced or eliminated.
- A network of strategic partners provides services that meet family needs.



ADVOCATE

YMCA CRS is continuously sought out for internal and external partnership opportunities to deepen impact within the community.

- YMCA CRS is viewed as a thought leader and expert in child care systems and access, resulting in new opportunities to advocate for systems level change.
- YMCA clients seamlessly connect to critical supports internally and across systems.



EVALUATE

YMCA CRS builds a culture of evaluation that supports increased impact and program sustainability.

- Evaluate outcomes to increase impact and use to data to ensure client needs are met.
- Maximize data collection, evaluation and communication to increase organizational sustainability.

INCREASING OUR ABILITY TO INNOVATE,
CONNECT, ADVOCATE, AND EVALUATE ON BEHALF
OF FAMILIES WILL INCREASE OUR ABILITY TO
POSITIVELY IMPACT OUR COMMUNITY.



INNOVATING

STRATEGIC GOAL: Employees at all levels have growth opportunities in their careers and represent the diversity of our community.

Staff are the backbone of our organization, and their commitment to strengthening protective factors for San Diego families and child care providers is unparalleled. In order to create an innovative and diverse work culture that draws and retains high quality staff, we will:

- Conduct an audit of our organizational culture to compare current activities to future vision.
- Foster innovation
- Enhance recruitment and diversity and inclusion efforts
- Continue staff recognition
- Expand professional growth opportunities

With the implementation of this strategic plan, YMCA CRS staff will enrich their ability to provide high quality, innovative services that meet the diverse needs of our community.





CONNECTING

INTERNAL STRATEGIC GOAL: CRS clients and YMCA members have equitable access to services that meet their needs in their communities.

Families do not exist in isolation, and a network of relationships, structures, and systems must join together to foster optimal child well-being. In order for families and child care providers to have the easiest possible access to the resources they need, no matter how they first came into contact with us, we will:

- Implement the Strengthening Families service delivery standards across all departments
- Document internal and external referral processes, including expectations for seamless client transitions between services
- Increase staff knowledge of programs
- Expand and deepen partnerships in the interests of client well-being
- Create physical spaces that break down silos and encourage working with families in a welcoming and accessible way.

Implementing this strategic plan will remove barriers to accessing services within the YMCA and among community partners. Integrated services help families strengthen protective factors and increase their resilience.

EXTERNAL STRATEGIC GOAL: A strategic network of community partners offers resources that meet the needs of our clients.





ADVOCATING

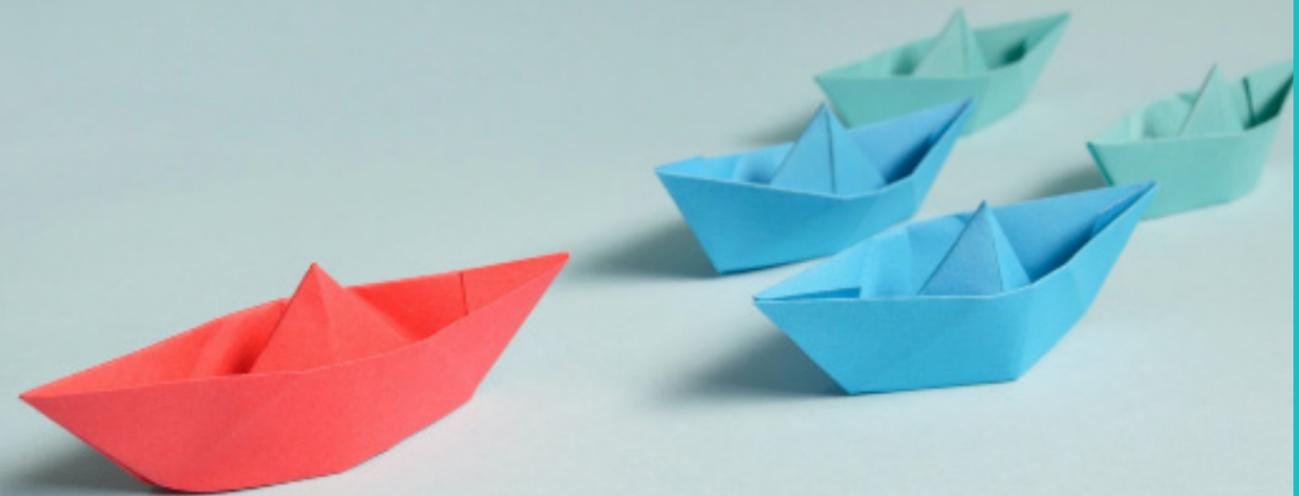
INTERNAL STRATEGIC GOAL: Large-scale YMCA staff awareness and strategic messaging integrate YMCA CRS services into organization-wide identity.

Strategic thought leadership efforts will increase our profile and expand stakeholder understanding of what YMCA CRS does to strengthen community. In order to increase internal and external awareness of YMCA CRS in the field of child development, we will:

- Conduct a thought-leadership audit to determine our perceived status in the community and identify opportunities for growth
- Create concise core messaging to unify how we communicate our impact to others
- Conduct intentional internal outreach to highlight services for all YMCA members
- Develop a communication plan with strategies to target audiences with tailored approaches across sectors

Implementing this strategic plan will result in opportunities for increased funding, partnership opportunities, and deeper impact on children, families, and our community.

EXTERNAL STRATEGIC GOAL: YMCA CRS is viewed as a thought leader and expert in child care systems and access and sought out as a partner on system level change initiatives.





EVALUATING

INTERNAL STRATEGIC GOAL: improve our abilities to maximize data collection, usage, and communication so evaluation of impact remains at the center of our work.

YMCA Childcare Resource Service exists to make a lasting, positive impact on the community, and we are on an ongoing quest to quantify that impact and improve our work using innovation and evidence-driven decision-making. In order to develop the infrastructure necessary to focus on evaluation and implement the technology needed to streamline online access to resources for families, we will:

- Determine the evaluation data we want to track and use in demonstrating our impact
- Assess current inventory of evaluation collecting, tracking, and reporting processes
- Compare resulting information to identify gaps and areas for growth.

By quantifying our true reach and impact on clients, we can demonstrate positive client outcomes to stakeholders and increase our sustainability as an organization.







IMPLEMENTATION + METRICS

Our evaluation approach is rooted in Continuous Quality Improvement (CQI): a cycle of collecting and analyzing data and information, assessing performance, implementing improvement plans, re-evaluating results, and making changes based on our learnings. CQI allows us to measure our impact, strengthen our position as a learning organization, and enable evidence-informed decision making.

We use an empowerment evaluation approach to help staff engage in and lead CQI efforts using the Plan, Do, Study, Act model.

Empowerment Evaluation requires staff to have support and resources so that they can lead their own CQI activities. A dedicated Research & Evaluation Department creates opportunities for staff to learn about CQI through workshops, trainings, and consultations, see CQI in action by promoting collaborative cross-program support, practice what they learn, and then apply their learnings and knowledge to their own programs and services.

We value the experiences of our families and incorporate their feedback into operations as much as possible. We invite our program participants to serve on program advisory boards and authentically gather feedback to guide program design and ensure the best interests of our families remain the focus of our work.



CRS LOGIC MODEL

WE BELIEVE IN: Strengthening families and child care professionals through comprehensive supports, ensuring all children and youth reach their fullest potential.

OUR VISION IS: Building a thriving community together: advocate, innovation, connect.

ASSUMPTIONS: Family strengthening is the core framework used. *Items in bold represent one of the five protective factors.*

All work is provided through a Trauma Informed lens.

Programs engage in CQI to enhance delivery and tailor services.

| INPUTS | ACTIVITIES | OUTPUTS | OUTCOMES/EFFECTIVENESS | | |
|--|---|---|--|--|--|
| <p>ORGANIZATIONAL CAPACITY</p> <ul style="list-style-type: none"> Data collection and management systems CQI engagement Thriving workplace culture Staff engaged in evaluative thinking <p>HUMAN CAPITAL</p> <ul style="list-style-type: none"> Administrative supports (finance, IT, R&E, policy, marketing, communications, grant writing, HR, SF) Translators Supportive leadership <p>FRAMEWORKS/PRACTICES</p> <ul style="list-style-type: none"> Trauma Informed Care lens utilized by all staff Adopted and integrated Strengthening Families approach 5 Protective Factors as guiding principles Strengths based approach 2Gen approach Culturally responsive lens Use of Evidence Based Practices <p>HIGH QUALITY SERVICES</p> <ul style="list-style-type: none"> Internal and external audits Contract deliverables met Satisfaction surveys Outcome measures (ERS, NAPSACC CLASS, BAS, PAS) Needs assessments Client feedback <p>INTEGRATED STAFF LEARNING</p> <ul style="list-style-type: none"> Resources devoted to training and staff development Trainings Certifications All staff meetings | <p>HELPING CHILDREN & YOUTH REACH THEIR FULL POTENTIAL</p> <ul style="list-style-type: none"> Provide developmentally appropriate levels of care Provider meaningful child care experiences <p>STRENGTHENING FAMILIES</p> <ul style="list-style-type: none"> Training, coaching, and supportive services for parents (Behavior Inclusion/Health & Wellness) Consumer Education (R&R) Referrals (R&R/Respite/MRCP) Vouchers (FCB/Respite/Eligibility Screening (SS/RU) Navigation (FCB) Case Management (Respite/FSS/MRCP/S1) Resources and community referrals (ALL) <p>STRENGTHENING CHILD CARE PROFESSIONALS</p> <ul style="list-style-type: none"> Quality supports (trainings, TA, coaching, resource library, licensing support) (R&R/QRIS/FCB/MRCP/CaYPS/CCIP/Health & Wellness) External Reviews (R&R/CaYPS) Vouchers (FBC/PSS/H&S) Engagement Events (MCRP/Respite/Support Groups) <p>BUILDING THRIVING COMMUNITIES</p> <ul style="list-style-type: none"> Collective impact Outreach events (All Departments) | <p>HELPING CHILDREN & YOUTH REACH THEIR FULL POTENTIAL</p> <ul style="list-style-type: none"> # served <p>STRENGTHENING FAMILIES</p> <ul style="list-style-type: none"> # served # referrals provided # of parent cafes <p>STRENGTHENING CHILD CARE PROFESSIONALS</p> <ul style="list-style-type: none"> # served # trainings Topics of trainings Increased Ax score <p>BUILDING THRIVING COMMUNITIES</p> <ul style="list-style-type: none"> # of community partners # collaborations # referrals # Size of community partner network Depth/strength of community partner networks | <p>SHORT TERM (#-#YEARS)</p> <p>HELPING CHILDREN & YOUTH REACH THEIR FULL POTENTIAL</p> <ul style="list-style-type: none"> Improved behavior (children) Strengthened child's ability to communicate needs <p>STRENGTHENING FAMILIES</p> <ul style="list-style-type: none"> Concrete supports in times of need Increased ease and comfort accessing services Knowledge of parenting and child development Increased social connections <p>STRENGTHENING CHILD CARE PROFESSIONALS</p> <ul style="list-style-type: none"> Graduated or increased engagement in quality supports Increased ease and comfort accessing services Increased social connections <p>BUILDING THRIVING COMMUNITIES</p> <ul style="list-style-type: none"> Increased referrals among partners Strengthened relationships and interactions with community organizations Expanded community partner network <p>CRS CULTURE, STAFF, AND SERVICE DELIVERY</p> <ul style="list-style-type: none"> Staff retention Increased staff knowledge and competencies | <p>MEDIUM TERM (#-#YEARS)</p> <p>HELPING CHILDREN & YOUTH REACH THEIR FULL POTENTIAL</p> <ul style="list-style-type: none"> Better health outcomes Resilient children Strengthened child development (social emotional, brain development) Higher vocabulary Social and emotional competency in children <p>STRENGTHENING FAMILIES</p> <ul style="list-style-type: none"> Stability and normalcy Reduced family stress Parental self sufficiency Steady employment Increased social connections Increased family strengths <p>STRENGTHENING CHILD CARE PROFESSIONALS</p> <ul style="list-style-type: none"> Increased provider knowledge and competencies FCCs recognized as quality settings Quality Child Care environments that provide the most developmentally appropriate care Increased access to PD <p>BUILDING THRIVING COMMUNITIES</p> <ul style="list-style-type: none"> More Trauma Informed service providers Economic mobility <p>CRS CULTURE, STAFF, AND SERVICE DELIVERY</p> <ul style="list-style-type: none"> New/renewed contracts Staff leading with a Trauma Informed lens and Strengthening Families approach CQI embedded in culture and practice | <p>LONG TERM (#-#YEARS)</p> <p>HELPING CHILDREN & YOUTH REACH THEIR FULL POTENTIAL</p> <ul style="list-style-type: none"> Academic success School readiness Thriving community Reduced usage of public funds and services Strengthened workforce Higher Quality of Life Reduction in suspension and expulsions Reduction in maltreatment, child abuse, and neglect <p>STRENGTHENING FAMILIES</p> <ul style="list-style-type: none"> Strengthened working families/economic mobility Parental resiliency <p>STRENGTHENING CHILD CARE PROFESSIONALS</p> <ul style="list-style-type: none"> Strengthened small businesses/economic mobility Increased psychological well being Higher incomes Retention of caregivers in child care profession <p>BUILDING THRIVING COMMUNITIES</p> <ul style="list-style-type: none"> Effectiveness of child serving systems enhanced through Trauma Informed lens Comprehensive and integrated systems of care <p>CRS CULTURE, STAFF, AND SERVICE DELIVERY</p> <ul style="list-style-type: none"> Recognized expert in the field Highly engaged staff connected to the mission |

YMCA CRS IN REVIEW

FISCAL YEAR 2019 ANNUAL REPORT

Protective factors are deeply connected, and strengthening even one facet builds a tighter web of support around all families.

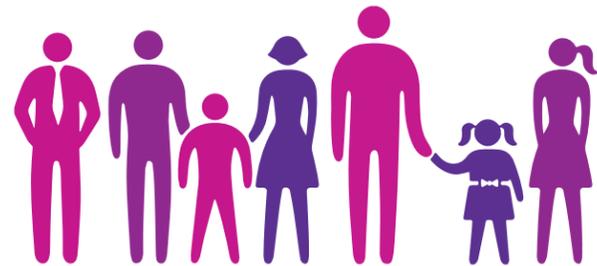
We offer our programs with the specific intention of increasing these assets among individuals, families, and child care providers and are proud to share our results from fiscal year 2019.



Impact driven by **164 YMCA CRS STAFF** and **350 RESPITE PROVIDERS** committed to increasing family protective factors

77,210

individuals served:



Adults (18+): 54,605
Youth (0-17): 22,605



PARENTAL RESILIENCE

FAMILIES SERVED: 2,295
HOME VISITORS SERVED: 189

- Guidance for home visitors
- Home visiting guidance for families
- YMCA facility memberships for additional support and resources
- Respite opportunities for parents



SOCIAL AND EMOTIONAL COMPETENCE

FAMILIES SERVED: 195
PROVIDERS SERVED: 953

- Support along quality improvement continuum
- Support for YMCA preschools
- Behavior support for providers to help them respond to challenging behaviors
- Behavior support for families



SOCIAL CONNECTIONS

PROVIDERS SERVED: 99
TRAININGS HOSTED: 455

- Peer networking support for providers
- Hosted Trainings and Capacity Building to strengthen ECE workforce
- Topics included: trauma-informed care, nutrition and physical activity, safety, high-quality interactions, curriculum development, and social-emotional well-being.



CONCRETE SUPPORT IN TIMES OF NEED

FAMILIES SERVED: 34,693
PROVIDERS SERVED: 3,399

- Vouchers for families
- Referrals to child care
- Child care navigation for families in foster care
- Library of resources for providers
- Vouchers to support provider businesses
- Vouchers for providers to obtain FirstAid/CPR certification



KNOWLEDGE OF CHILD DEVELOPMENT

FAMILIES SERVED: 5,461
PROVIDERS SERVED: 9,485

- Behavior support for families
- Helped parents select child care arrangement that best fits their needs
- Behavior support for providers to help them respond to challenging behaviors
- Increasing provider knowledge of developmental milestones
- Professional development opportunities
- Trainings and Capacity Building
- Supporting providers along the quality improvement continuum
- Support for YMCA preschools

Numbers reflect a degree of duplication as a family or provider may be engaged in multiple YMCA CRS services.

