



Child Care Planning Council

OF YUBA & SUTTER COUNTIES

*Supporting Quality Education
& Care of Children in Our Community*

Child Care Planning Council Of Yuba & Sutter Counties

Strategic Plan 2010-2015



FINAL: January 2010

Child Care Planning Council of Yuba and Sutter Strategic Plan

2010-2015

Acknowledgements

The Child Care Planning Council of Yuba and Sutter Counties would like to thank all of the people and organizations that served on the Council or otherwise participated with the Council to achieve the goals and objectives in the 2005-2010 Strategic Plan. Each year the Council reviews and assesses its progress and develops action strategies for the coming year. Finally, we would like to thank the current and past members of the Council who participated in the development of the 2010-2015 Strategic Plan, which charts our course for the next five years.

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Social Entrepreneurs, Inc, a company dedicated to improving the lives of people by helping organizations realize their potential, provided support and guidance throughout the planning process. SEI can be contacted by mail at 6548 South McCarran Blvd., Suite B, Reno, NV 89509, by phone (775) 324-4567, or on the Internet at <http://www.socialent.com>.

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Introduction, Background and Planning Approach

Introduction

The Child Care Planning Council of Yuba & Sutter Counties (the Council) is a public-private partnership of business, education, community, and governments. One of the responsibilities of the Council is to assess the child care needs in Yuba & Sutter Counties every 5 years and develop a long-term plan to meet those needs. In December 2007, the Council issued the 2007-2012 Needs Assessment. In February 2009, the Council began development of its next 5-year strategic plan (2010-2015). Social Entrepreneurs Inc. (SE) was contracted to facilitate the planning process.

Background

In 1991, the U.S. Congress established a federal Child Care and Development Block Grant (CCDBG). Each state was allocated funds to assist low-income families with child care and development services. In California, Assembly Bill 2141 was passed, providing suggested structure for Local Child Care and Development Councils.

In 1997, Assembly Bill 1542 was passed establishing welfare reform legislation (CalWORKS) that revised the membership and responsibilities of local planning councils. The Board of Supervisors and the Superintendent of Schools appoint members of the Child Care and Development Planning Council, establish the terms of appointments, and review and approve needs assessments and local priorities for funding. The Superintendent of Schools has the responsibility as fiscal agent for funds received on behalf of the local planning council.

The Council's major responsibilities are to:

- Assess the child care needs in Yuba and Sutter Counties and develop a long term plan to meet those needs.
- Advise the Board of Supervisors and Superintendent of Schools on our need for child care and development issues.
- Facilitate the exchange of information among part-day programs, including State Preschool and Head Start, with other child care to provide full-day child care.
- Assist the state in the development of a single application and intake form for all federal and state subsidized child care and development programs.
- Design a system to consolidate local child care waiting lists.
- Recommend priorities for child care funding from the California Department of Education, Child Development Division (CDD), when appropriate or requested.

Summary of Child Care Needs

The Council's 2007-2012 Needs Assessment (December, 2007) served as the foundation for creating the 2010-2015 Strategic Plan. That report identified several areas of need within Yuba and Sutter Counties, including:

- **ADDITIONAL CHILD CARE CAPACITY FOR ALL AGE GROUPS.** There are three concerns related to increased capacity, specifically: (1) the counties need additional infant/toddler capacity, in both center-based and family child care settings, that addresses the higher cost factors for infant/toddler care for both providers and parents; (2) preschool capacity in the unincorporated areas of both counties needs to be expanded to meet pockets of need, address transportation issues, and provide care closer to home; and, (3) part-time services for school-age children needs to be increased to include more coordinated, affordable programs for academic tutoring and mentoring, recreation, volunteer opportunities, and other creative before- and after-school options, as well as offering care during summer and school vacations.
- **ADDITIONAL SUBSIDIZED CHILD CARE CAPACITY.** First, the amount of subsidized child care capacity and funding is inadequate and needs to be expanded to meet the needs for all income eligible families, regardless of CalWORKs status; especially for children in infant/toddler care, full-time preschool, and school age care. In addition, increased outreach and educational services for parents around the choice of unlicensed child care, and the use of the Centralized Eligibility List is needed.
- **ADDITIONAL SPECIALIZED CHILD CARE CAPACITY.** There are three different types of needs related to the capacity of specialized child care: (1) the amount of care available for children of all age groups with special needs to be increased; (2) child care providers who are caring for children with mental health or behavioral issues need support provided through additional training opportunities and the access to a Behavioral Specialist; and, (3) migrant families and their children, families who have English as a second language, and families with non-traditional work schedules need specialized care options.
- **COMPREHENSIVE CHILD CARE AND FAMILY SERVICES MODELS.** There is a need for increased attention on developing and implementing comprehensive child care models for all families using child care, including a range of family education, health services and additional support. Additionally, increased focus is needed for developing alternative child care options, such as co-operative child care, community-based and/or school-linked playgroups, and collaborative programs with parents who are home schooling their children.

These needs were consistent with the needs at the time the 2005-2010 Strategic Plan was developed.

Planning Approach

Using the above needs assessment highlights, as well as other information from the 2007-2012 Needs Assessment, the 2010-2015 Strategic Plan was developed in three phases.

In the first phase, *Preparation & Organization*, templates for the strategic plan and implementation plan documents were developed and approved. A meeting schedule was established and communication preferences were determined. Next, an electronic, online pre-planning survey was sent to Council members to capture information about progress achieved during the past five years and their priorities for the future. Results were analyzed and presented back to the group.

In the second phase, *Strategic Plan Consensus Building & Facilitation*, the Council completed the steps needed to produce a strong 5-year strategic plan for child care development in Yuba & Sutter Counties. First, a pre-planning survey was issued to the Council. The survey was designed to gather input on the degree to which the 2005-2010 Strategic Plan's mission, vision, goals and objectives were still relevant, based on the the needs identified in the 2007-2012 Child Care Needs Assessment and Council members' direct experience. Each of these areas were considered relevant, pending minor revisions or updates. Linked to the goals, Council members were asked to determine the degree to which progress had been made toward specific objectives using a scale of none/little, some, or major progress. The percentage of Council members indicating that *some progress* had been made toward addressing the 2005-2010 objectives was:

- Accommodating children with disabilities, 58%
- Building capacity for infant care, 50%
- Building capacity for before and after school care, 41%
- Building capacity for services for migrant and seasonal families, 44%
- Considering Preschool for All as part of the system of early care and education, 50%
- Continuing to develop child care as a health resource, 39%
- Working with the private sector to increase options for working parents, 50%

Using the results of the pre-planning survey and the 2007-2012 Needs Assessment findings, the Council drafted goals and objectives for the new plan. The Council then identified six key informants to interview and a variety of agency staff, partners, and community members to participate in six focus groups. Using standardized tools and processes, the focus groups and interviews were conducted to obtain feedback on the mission, goals, and prioritized objectives drafted by the Council. The results and recommendations that emerged from the outreach sessions were presented to the Council, and used to finalize the goal and objectives presented later in this plan. (See [Appendix 1](#) and [Appendix 2](#) for outreach details.)

Once the goals and objectives were established, the Council worked to develop realistic, actionable strategies for achieving results over the next five years. Decisions made during the planning session were documented and forwarded to the planning team for review and comment. Suggested changes and modifications were discussed during the planning sessions and the draft strategic plan updated accordingly.

In the third phase, *Implementation Plan Consensus Building & Facilitation*, the Council developed a specific action plan for implementing the choices made in the strategic plan. Each of the prioritized strategies in the strategic plan was assigned to one of the Council's four standing committees. Through a combination of Council meetings and Committee meetings, Council

2010-2015

members detailed the tasks to implement for each strategy, identified lead persons responsible for each, established timeframes, and identified the resources or partners needed.

The last step in the planning process was completed when the strategic and implementation plan documents were presented to the community and formally adopted at the Child Care Planning Council of Yuba & Sutter Counties at the January 2010 meeting.

Mission and Vision

The mission and vision form the foundation of the Council's decision making and actions. The **mission** statement articulates the "reason for being" of an organization, quickly and clearly conveying how the organization fills basic human needs. The **vision** statement communicates the type of future that the Council is working to create for Yuba and Sutter Counties. The mission and vision statements were updated and revised during the 2015 Strategic Planning process.

Mission

The mission of the Child Care Planning Council of Yuba and Sutter is to promote quality early care and education while meeting the needs of children and families in Yuba and Sutter Counties through partnerships and collaborations with the community.

Vision

Our vision is accessible, affordable, quality early care and education for all children in Yuba and Sutter counties.

Goals, Objectives and Strategies

Using the 2007 Child Care Needs Assessment Report, the pre-planning survey summary, and results of community focus groups and key informant interviews, the Council identified four goals related to early care and education in Yuba and Sutter Counties that it wants to achieve over the next five years.

For each goal, one to five objectives were established. The goals and objectives were reviewed, refined and revised during the planning process to ensure the most important areas of need were addressed; and that the goals and objectives supported the long-term vision of the Council.

GOAL - A long-range (three years or longer) statement of desired change in the condition of early care and education, based on needs of the community and the mission of the Council. Goals answer the question, "if we are successful, what will be different and how will lives or circumstances be changed from what they are now?" The goal tells "where" the future should lead.

OBJECTIVE - A precise description of the desired change that is short-term (one to three years) and measurable, and that supports the achievement of the goal. An objective describes "what" will signal progress toward the Council's goals.

Goals and Objectives

There are four goals and eight objectives contained in the 2010-2015 Strategic Plan. Where possible, objectives have specific timeframes.

Goal 1 - The quality of early care and education services is increased.

Objectives:

- 1.1 Develop and adopt a statement of quality.
- 1.2 Increase the number of partners that provide education for the early care and education workforce.
- 1.3 Support and advocate for better alignment between educational institutions, including effective matriculation.
- 1.4 Support and advocate for incorporating state mandates related to best practice, research, assessments and environments into higher education early childhood education (ECE) classes.
- 1.5 Increase the use of trained professional growth advisors.

Goal 2 - The Child Care Planning Council of Yuba and Sutter Counties increases awareness of the value of quality early care and education services.

Objective

- 2.1 The community will value the importance and worth of early care and education for children and youth ages 0 to 12.

Goal 3 - The Child Care Planning Council of Yuba and Sutter Counties leads in advocating, collaborating, and coordinating quality early care and education.

Objective

- 3.1 The community is educated, empowered and supported to advocate on behalf of the Council's mission and vision.

Goal 4 - The Child Care Planning Council of Yuba and Sutter Counties advocates and supports increasing the supply and accessibility of early care and education services to reflect changing needs of the community.

Objectives

- 4.1 Advocate and provide support for increasing the number of child care slots and retaining providers.

Strategies

In order to achieve the goals and objectives described in the previous section, the Council developed 13 strategies, using the definition shown in the text box.

Each of these strategies will be implemented through the leadership of one of the Council’s four standing committees:

- Community Outreach
- Executive
- Public Policy
- Quality Improvement & Capacity Building

STRATEGIES – The specific activities, programs, services and/or projects to be pursued in order to achieve each objective. Strategies describe how results will be achieved, and who needs to be involved. Continuing with the analogy of traveling from California to New York, the strategies would be decisions about the types of transportation to use, routes to take, people or resources needed to make the trip successful.

The table below lists the strategies to be implemented as part of the 2010-2015 strategic plan, including the lead committee(s) and overall strategy timeline.

Strategy	Lead Committee(s)	Timeline
A. Draft a statement that will create a shared understanding of what constitutes quality and be used to improve the quality of early care and education services.	Quality Improvement & Capacity Building	January 2010 to December 2011
B. Build, strengthen and/or expand collaborations that support the early care and education workforce.	Quality Improvement & Capacity Building, with assistance from Community Outreach	September 2010 through June 2012; Annual Updates
C. Strengthen participation and communication with Yuba College/ECE* Advisory Committee to address priorities related to policies and services.	Public Policy, with assistance from Quality Improvement & Capacity Building	January 2010 to June 2011; Ongoing
D. Work through Yuba College ECE Advisory Committee, department head, adjunct and department staff to review existing curricula and student learning outcomes to infuse best practice research findings into the curricula.	Quality Improvement & Capacity Building, with assistance from Public Policy	January 2010 to December 2011; Annually
E. Advocate for increasing the number and use of trained professional growth advisors.	Quality Improvement & Capacity Building	January 2011 to March 2014; Annually
F. Establish a community outreach plan to include print and electronic media.	Community Outreach	July 2011 to January 2012; Ongoing

Strategy	Lead Committee(s)	Timeline
G. Provide education and resources to communities.	Community Outreach	July 2011 to June 2012; Ongoing
H. Build the Council's capacity to advocate.	Executive Steering	July 2011 to June 2012; Annually
I. Advocate for more ECE funding.	Public Policy, with assistance from Quality Improvement & Capacity Building	January 2010 to June 2011; Annually
J. Conduct and promote the results of the 5-year needs assessment.	Executive Steering	September 2011 to January 2013
K. Help ECE providers understand how to respond to changing needs.	Quality Improvement & Capacity Building	January 2010 to December 2014; Annually

* Early childhood education

The Council has also developed a separate implementation plan that contains detailed task lists for each of the strategies including persons responsible, and target start and end dates. The Council will use this information to monitor and report on progress at its regularly scheduled meetings.

Implementation Plan

The final step in the strategic planning process was the development of the implementation plan. The implementation plan is a 12-month action plan with detailed task lists for each of the strategies the Council commits to working on during that period. The Implementation Plan is a tool to guide and monitor the Council's work and it specifically lists lead persons responsible for managing a set of tasks, as well as the agreed-to time frames for accomplishing the work. As noted earlier, the Child Care Planning Council of Yuba and Sutter Counties 2010-2015 Strategic Plan contains 11 strategies to achieve the plan's four goals and eight objectives. The Council prioritized these strategies and arrived at a list of six strategies to focus on during the first year. For each of those strategies, task lists were developed outlining in detail the required action steps, target start and end dates for each task, and the lead committee(s) and support resources necessary for each. This detailed plan is maintained as separate documents that the Council can manage and update without needing to revise the entire strategic plan document.

The strategic and implementation plans will be reviewed annually and updated as needed by Council. This may include a review of each section to identify changes conditions and needs, resources, collaborations and partnerships, and the strategies. Suggested changes to the strategic or implementation plans would then be presented to the Council for review and approval at a regularly scheduled meeting.

Conclusion

Quality early care and education experiences lay the foundation for adult life. Moreover, the economic impact of quality care options has been demonstrated in a number of communities throughout California and the nation. It is clear that access to affordable, quality early care and education options for families with children in Sutter and Yuba Counties continues to be an important part of the community's well-being and health.

This plan provides a foundation for promoting quality early care and education that meets the needs of children and families in Yuba and Sutter Counties. In order to achieve the plan's goals and objectives this strategic plan relies on successful partnerships and collaborations with the community and the efficient use of existing resources.

As the Child Care Planning Council of Yuba and Sutter Counties carries out the strategies in the 2010-2015 Strategic Plan, it does so with the experience gained and success achieved in previous years through the leadership of its members and staff. The Council embarks on its next five-year plan knowing that successfully achieving its goals is the key to achieving its vision for *accessible, affordable, quality early care and education for all children in Yuba and Sutter counties.*

Appendices

The following sections contain the results of the community outreach activities and the pre-planning survey issued to the Council. The information and suggestions gleaned through these activities were used by the Council to develop the 2010-2015 Strategic Plan and the 2010-2011 Implementation Plan documents.

Appendix 1: Results of the Pre-Planning Survey

Purpose

The purpose of this summary is to provide findings from the 2007-2012 Needs Assessment alongside results from the Council's Pre-Planning Survey so that members have background information to guide the strategic planning process and development of the 5 Year Strategic Plan.

Methods

Needs Assessment: The 2007-2012 Needs Assessment was developed in December 2007. It includes detailed information about child care supply and demand in Yuba and Sutter Counties.

Pre-Planning Survey: In February 2009, SEI met with the Child Care Council. Shortly after, a draft survey was approved by members of the Executive Steering Committee and sent to the full council. The survey was opened March 6, 2009 and was closed March 16, 2009. A total of 20 surveys were started; 15 surveys were completed with answers to all questions.

Results of the Survey

MISSION

Does the mission statement accurately describe the reason or purpose the Council exists?

- More than 84% (16) respondents said that the mission statement accurately describes the reason or purpose the Council exists. No one responded no, although 15% (3 respondents) answered "not sure."
- A slightly smaller percentage (78%) said the mission statement is compelling. Nearly one in five (21%) answered "no" or "not sure".
- Those who said the mission statement was not compelling provided suggestions for improvement.
 - "I think we are too narrow in our scope. We talk about "quality" child care, but we are not emphasizing the importance of teaching the whole child. I believe for many members, "quality" simply means that children are in a safe environment where they can play. We are ignoring research-based best practices. Until we acknowledge that the purpose of early childhood education includes helping children learn, we are talking the talk without walking the walk. Our Council could do more in developing a mission that recognized teaching the whole child. If we want to be known as "the focal point," then we need to step up the challenge."
 - Other suggestions were to remove the words "focal point."

The Child Care Planning Council of Yuba and Sutter Counties is a public-private partnership of business, education, community, and governments. The mission is to serve as the focal point for the planning and development of accessible, affordable, quality child care programs for the children and families in Yuba and Sutter Counties.

GOALS

Please identify which of the current goals that should remain goals for the next strategic planning period.

- Nearly all (89%) of the respondents felt Goal 1 should be retained for 2010-2015.
- Nearly all (89%) of the respondents felt Goal 2 should be retained for 2010-2015.
- Nearly all (94%) also felt that Goal 3 should remain “as is”
- Approximately three-quarters (78%) felt Goal 4 should remain “as is”
- Respondents were then asked if there is a new goal(s) that should be considered for the next strategic plan. Two respondents had similar answers, stating that education and training of child care providers should be a goal.
- One respondent said “To help educate the early childhood education community on the most current, research-based best practices that are designed to teach the whole child and prepare the child for lifelong learning. Additionally, this would mean adding to our currently broad and vague term of “quality” child care to ensure that we all understand that a “quality” child care setting includes current, research-based best practices that teach the whole child and help him succeed when he transitions to kindergarten.”
- Other suggestions included “Address the economic issues impacting families and centers during this fiscal crisis at the State and local level” and “merge public and private sector programs. To work together for our children and communities.”

Current Goals:

Goal 1: *To promote and enhance the quality and safety of child care and development services through public education, provider education, and provision of support services.*

Goal 2: *To increase the supply and accessibility of quality child care and development services through a collaborative interagency approach.*

Goal 3: *To develop and implement strategies to identify the changing child care needs of our community.*

Goal 4: *To identify and understand all resources available to meet local child care needs.*

OBJECTIVES

Respondents were asked to assess the Council’s progress in their objectives using a rating scale.

- 58% of the respondents indicated that some progress had been accomplished in the objective area “Accommodate Children with Disabilities.”
- 50% felt that some progress had also been accomplished in the objective area “Build Capacity for Infant Care.”
- In the objective area “Build Capacity for Before and After School Care,” 41% felt that some progress had been accomplished.
- 44% felt that some progress had been made in the area of “Build Capacity for Services for Migrant and Seasonal Families” and
- 50% also felt that some progress had been made in the area of “Consider Preschool for All as Part of the System of Early Education and Care.”
- 39% felt that some progress had been made in the area of “Continue to Develop Child Care as a Health Resource” and

- 50% also felt that some progress had been accomplished in “Work with the Private Sector to Increase Options for Working Parents.”

The 2007-2012 Needs Assessment provides some information in several of these areas. Relevant data is provided, below.

- **Children with Disabilities:** From the parent survey conducted from April through August 2007, approximately 30% of parents, who had a child with special needs and who said they had a problem in the past 12 months in finding or using child care, indicated they had experienced a lack of services for children with special needs. A number of parents also commented about the lack of child care supply appropriate for children with special needs.
- **Infant Care:** Infant/toddler care in Yuba and Sutter Counties continues to be in short supply because of the additional cost associated with this type of care.
- **Before and After School Care:** CDE funding for After School Safety and Education (ASES) and 21st Century Schools after school programs have significantly increased the capacity of school-age care available since 2005 in both counties.
- **Migrant and Seasonal Families:** Gaps related to Migrant Child Care have been identified in both counties however, estimates are unreliable because of the inconsistency of available data and the changing status of this child population.
- **Preschool for All:** With the Preschool for All (PFA) movement, CDE pilot counties in the State have incorporated a long-term goal of having enough capacity to serve 70% of preschool age children in each county. Current enrollment of preschool children in Yuba County accounts for 42% of all preschool age children in the county (1,267 children enrolled versus 3,014 children in the population countywide) compared with 53% in Sutter County (2,069 preschool children enrolled versus 3,876 countywide). The Preschool for All movement would help eliminate gaps in the supply and demand of child care.
- **Child Care as a Health Resource:** No data in Needs Assessment.
- **Options for Working Parents:** Referrals for child care have trended toward more part-time care between 2005 and 2006-07 for children age birth through 5 years old. This may be related to the relative availability of part-time versus full-time programs in the counties. The cost of child care in both Yuba and Sutter Counties as a percent of monthly income (at 200% of Federal Poverty Level, or \$40,000 per year for a family of 4) ranges from a high of 27% for center-based infant/toddler care to a low of 10% for part-time center-based school-age care.

INTERNAL AND EXTERNAL ENVIRONMENT

Respondents were asked to list three external threats or barriers facing the Council and the most listed barrier was **funding due to the poor economy**, with 14 respondents listing it as a barrier. Another barrier that was listed by 2 respondents was the **lack of collaboration between Yuba and Sutter County agencies and CCPC**. Other barriers listed include:

- Lack of government support or interest in child care
- Language
- Common vision that is not shared with what quality early childhood should look like
- Change in representatives to the Council, individuals not having the history
- Loss of jobs

- Laws of State
- Outreaching to parents in need of child care services
- CCPC members are volunteers that can have limited time due to full-time job commitments
- Lack of support for expanding opportunities
- Schools closing
- Lack of motivated individuals to take advantage of the programs
- Migrant programs' enrollment has declined over the past two years
- The lack of Infant/Toddler Programs available locally
- Changes in the child care need of families due to economy
- Constant turnover of council members
- Still need to outreach to families to educate them about services
- Crime
- Public emphasis on school readiness and 4 year olds rather than overall care and education of the 0 to 5 age group

Then respondents were asked to list three major internal strengths of the Council. The most common answers were regarding the **diversity, enthusiasm, communication, background in child advocacy and experience of Council members**. Additional strengths listed include:

- Public awareness
- Provide professional development for child care providers, ECE staff
- Understanding local programs and how they work
- Positive relationship with community partners
- Public relations, the community is aware of the Council and its mission
- Good leadership
- Well organized
- Child Care Planning Council Coordinator is actively involved and committed
- Proactive
- Experience
- Consistency

Opportunities were then addressed, and respondents were asked to list up to three opportunities for the Council. The most common opportunity listed was **outreach and the opportunity to educate parents and the community**. Other answers include:

- Provide opportunities for Council members to interact, collaborate, etc. Each Council member comes to the table with valuable assets. These can be used to make the Council stronger as a whole and provide more resources to the community.
- Encourage ECE professionals to become advocates for their programs
- The opportunity for the child care community to have the same vision is present. However, how we need to work together instead of independently to reach the vision.
- We should develop a vision of a quality program that includes teaching the whole child, using current research-based best practices.
- Collaboration between Council member as resources
- Work with Yuba College ECE advisory committee to align class content with new Preschool Learning Foundations, curriculum framework (when published), and assessments (when completed).

- Helping providers find educational opportunities and services to further their own growth.
- Parent interaction meetings
- Stimulus funds

SUCCESSFUL STRATEGIC PLANNING

To make their time spent on strategic planning valuable, respondents were asked to list one thing or outcome they would like to see happen. The answers differed greatly in this portion of the survey however two **respondents said they would like to see the CARES project or quality provider education in Sutter County**. Other answers were:

- Highlight specific activities that would be tied to each of the goals.
- Active participation of Council members, establish short term and long term goals, develop a plan for future collaboration on how to attain the established goals.
- Awareness on the Council and in the community of the purpose/contributions of the Council.
- An easy to follow comprehensive plan with specific tasks and certain people/agencies assigned to each task or action (tied to Committee work plans).
- New ideas to reach out to the community for support as well as service to the community.
- Public and private sectors merge.
- A strategic plan that is user-friendly and doable over the next 5 years.
- To continue to grow and expand our diversity within the Council in a way that reflects our changing community
- For there to be honest discussion about the good and bad aspects of early care and education in Yuba Sutter which might then lead to setting goals for improvement and/or filling gaps

Finally, respondents were asked to share any other thoughts or comments that would make the planning process a success. The respondents said:

- Establish an agenda where all council members actively participate (in strategic planning meetings).
- Tread carefully on the subject of vision vs. mission statement formation. We had a “team-building” workshop a few years ago that ended up being very frustrating due to how the presenter steered the mission and vision statement processes. I think some of us are still wary of the development of these because of this experience.
- If the planning process continues in the way the original meeting went, we will have a successful outcome.
- We appreciate your help with the process.
- Would like everyone to come with an open mind where all ideas count. Everyone needs to be empowered to speak up and share ideas and ask questions. If everyone could look at challenges we may face through the process as this is a challenge but what can we do about, or how can we make it better, rather than allowing ourselves to get stuck in a rut.
- I appreciate Sarah’s pacing of the meeting. I hope we can keep up this pace and keep the process moving along.

Appendix 2: Results of Outreach Activities

Purpose

The purpose of this brief is to summarize the results of community outreach activities that took place in April and May 2009. Outreach was intended to solicit feedback on the draft work of the Council. The results of community outreach are intended to help the Council refine goals, objectives and to develop strategies for the 5 Year Strategic Plan.

Key Findings

Six interviews and six focus groups were held.

- All participants rated the draft mission and vision as important/very important to maintain as is.
- All of the proposed goals and objectives are on track, with only minor revisions suggested to improve specificity. Several new goals and objectives were offered for consideration. They are largely aligned with the draft goals and objectives of the Council.
- Various strategies were suggested that the Council can consider in its next planning meetings. These strategies are listed in this document.
- Many strengths of the Council were identified. The most frequent responses were regarding the Council's awareness of child care needs of the community and advocacy for child care providers within the counties.
- Areas to improve were also noted. Outreach, communication and education of the community were identified as areas that the Council could work to strengthen.
- All barriers noted were related to the state deficit and program budgets.
- Important opportunities were identified. Interviewees identified that more funding or finding new sources of funding was feasible despite the current economic situation.
- Numerous potential partners were identified. Some of these groups are already working with the Council, and others may be organizations that are new to the Council.
- Interviewees provided their suggestions for the future direction for the Council. Two identified that the Council should work to improve quality of care, a goal that has been identified by the Council. Other perspectives were also offered and may help to inform development of the strategic plan.

OUTREACH ACTIVITIES

Key Informant Interviews. Six interviews were held. Participants were selected and notified by the Council. Interview questions were developed by SEI and approved by the Council. The purpose of interviews was to test the draft goals and objectives with leaders in the community, as well as gain their insights into the most important issues for the Council to consider in future years.

Key Informant Interviewees	Organization
Joan Hoss	Sutter County Health and Human Services
Jim Whiteaker	Supervisor Sutter County
Jeff Holland	Superintendent Sutter County Superintendent of Schools
Richard Teagarden	Superintendent Yuba County Office of Education
Jenny Sharkey	Yuba County Children and Families Commission
Deb Coulter	Sutter County Children and Families Commission

Focus Groups. Six focus groups were held to solicit input on the draft goals and objectives. Five of the six were held in Yuba County, and one was held in Sutter County. Five of six were facilitated by Council members using standardized documentation tools. Groups were facilitated by Jorgine Allan Rogers, Sally Sokoloski, Lara Plaia, Kellie Bates (SEI) and Sarah Marschall (SEI). Five of six groups filled out a survey where participants rated strategies and offered comments on goals and objectives. The purpose of focus groups was to test the draft goals and objectives with key groups in the community. One group made up of community-based providers focused on developing potential strategies to implement the Council’s draft goals and objectives.

Throughout this report, symbols are used to show whether input was from interviews, focus groups, or both. Information from interviews is noted with a star (★). Focus group input is noted with a checked box (☑).

Focus Group	Date	County and City	Number in Attendance
Sutter County Superintendents Meeting	5-26-09	Sutter/Yuba City	12
Parent Advisory Committee	5-29-09	Yuba/Marysville	8
Education and Early Care Functional Group (Yuba County Children’s Council)	5-8-09	Yuba/Marysville	8
Yuba County Children's Council	5-6-09	Yuba/Marysville	7
Yuba County Superintendent's Council	4-20-09	Yuba/Marysville	6
Community Based Service Providers	5-14-09	Yuba/Marysville	14

Recommendations from Outreach Participants

MISSION AND VISION

Mission:

To promote quality early care and education while meeting the needs of children and families in Yuba and Sutter Counties through partnerships and collaborations with the community.

Vision:

Accessible, affordable, quality early care and education for all children in Yuba and Sutter counties.

There were no changes suggested. All interviewees rated the mission as very important or important. ★

There were no changes suggested to the mission or vision. All rated them as very important or important. ★

GOALS AND RELATED OBJECTIVES

Goal 1. The quality of early care and education services is increased.

- Develop and adopt a statement of quality by December 2009.
- Increase collaborations and resources that provide education for the early care and education workforce.
- Improve alignment between the early care and education workforce and higher education including matriculation.
- Incorporate state mandates related to best practice, research, assessments and environments into higher education ECE classes by Fall 2010.

Ratings ★

Rated “Very Important or Important” by all interviewees and focus groups.

Suggested Strategies

Strategies to increase quality

- Get feedback from network directors on statement of quality
- Mandate specific units
- Increase training opportunities
- Administrative and core classes
- Private preschool and school
- College and vanguard

- Family child care, exempt care: [needs] quality strategies too
- Barriers – motivation, time, language barriers, need incentives
- Head Start – unfunded mandate to increase education
- Inability, lack of resources to increase wages for increased education
- Lack of public awareness of importance of high quality early care education

Strategies to define quality

- The National Association for the Education of Young Children (NAEYC) – 10 point guidelines. Would be helpful to have a “gauge” to strive for.

Goal 2. The public is aware of the value of quality early care and education services.

- Establish a community outreach plan to include print and electronic media by June 2010.
- Fully implement the community outreach plan by December 2010.

Ratings ★☑

Rated “Very Important or Important” by all focus groups. A few participants chose “not sure/not enough information.” One interview rated several objectives as less important.

Strategies ☑

- Educate parents about quality
- Educate teachers about their importance/value. They are comparable to K-12 teachers.
- Societal validation/recognition of values about “worth” of Early Care and Education (ECE) and the 0-5 population
- Legislative impact
- Local policy makers
- Utilize lobbyist for local jurisdictions
- Statements (platform, draft exists) on child care/ECE
- Need a holistic strategy that includes parents, providers/policy makers
- Flyer/pamphlet that goes home in school packets – educate administrators and teachers about early care education
- One on one education is important
- Word of mouth
- School readiness [means] children and parents together
- Investment in relationships takes time.
- Head Start Home Based Program is a combo program too
- Reach parents via hospital TV loop for during delivery
- Reach parents while at hospital by sending information home in their packets (First 5 / civic groups)
- At prenatal appointments
- Women, Infants and Children (WIC) and child birth education – Regional Center, Sutter County classes, infant program
- Free media – Facebook, Moms on the Go, Plumas Lakes Moms, text messaging
- Child Care Planning Council (CCPC) had a quality campaign before that included publicity on billboard, buses, wallet card on how to select quality child care

- [Include] Churches [and the faith-based community]
- Collaborate with Beale Air Force Base for child care programs
- Go directly to the parents - visit a Moms' group
- Parks and Recreation
- Go into child care settings so the parents are comfortable
- Pediatrician/doctors' offices
- Follow up with parents after they've left the hospital (weeks or months)
- Join K-12 boards, advocate for the skills needed (social skills in K-12)

Goal 3. The Council is recognized as a leader for advocating, collaborating and coordinating early care and education

- Identify key champions for quality early care and education by December 2010.
- Develop a menu of practices for key champions to promote the Child Care Planning Council by June 2011.
- Develop talking points and collateral materials illustrating results achieved by the Council by June 2011.

Ratings ★

Rated "Very Important or Important" by all focus groups. A few participants chose "not sure/not enough information." Fewer rated this as "very important" compared to other goals and objectives.

Strategies

Strategies for outreach

- Work with schools to increase awareness of importance of social skills
- Some progress has been made with early care behavioral specialists to keep children in child care settings
- Council activity support preschool, kindergarten and principals
- Key message - Yuba and Sutter Counties Child Care Planning Council is the go to for ... (clarify role and niche)
- Understanding of Council roles, responsibilities and potential resources

Strategies or potential key champions

- Small businesses - mailing to reach employees, 1-2 times a year, 5,000 target
- Board of Supervisors
- Kindergarten teachers
- Principals
- Superintendents of School Districts
- Pediatrician - has a relationship with the medical community
- Public clinics
- School nurses
- Law enforcement (Sheriff Denny) - importance of early care and education as a deterrent to criminal justice
- Media/Paper
- Casa de Esperanza

- Child Welfare Services
- School Readiness – reuniting families
- Beale Air Force Base – current and new families (packets to 2 different groups)
- [Churches and] Faith-based
- Regional Center
- Sutter County Infant Program
- Yuba College: ECE Department, Dean of Social Sciences Department
- Foster Care Committees at the county level (education target)

Goal 4. Increase the supply and accessibility of early care and education services to reflect changing needs of the community

- Conduct a child care needs assessment by 2012.
- Increase the number of providers knowledgeable about funding opportunities for increasing services.
- Increase the number of providers knowledgeable about business financing options.

Ratings ★☑

Rated “Very Important or Important” by most. A few participants chose “not sure/not enough information.” One interview rated the goal as less important, and one of the objectives as less important.

Strategies ☑

- Look at differences between rural and urban areas of the county. Perform needs assessment.
- Keep in mind strategies for rural areas too
- Advocacy and support – state needs to look at different subsidy options to reach rural children
- Reach rural teachers too
- Changing demographics – income, housing, etc. Changes in migrant slots especially in Yuba County
- Look at trends and opportunities
- Informal mom networks
- [Many] Families have returned to Mexico or India (very few social experiences part-time, risk for children who are home without early care and education due to economic shifts)
- Business planning with providers
- How can we work with providers/centers to support them and focus on sustainability?
- Network of Directors focused on business sense (made up of private and public, learn from one another)
- Revive [group] of directors (previously facilitated by Children’s Home Society (CHS) – neutral party)
- Migrant Head Start
- Federal Communication Commission – meeting on business practices in San Luis Obispo
- Look at marketing opportunities, help directors look at opportunities for offering non-traditional slots such as part-time, few hours, irregular drop-in options (social opportunities)

- Market “social package,” e.g. preschool as a social strategy
- Use economic crisis as opportunity to strengthen Association for the Education of Young Children (AEYC) and Director Network
- Social worker focus, informal support
- Kinship/foster care – relatives do not have money
- Foster care reimbursement rate – money and awareness
- Joint foster parents and early care and education provider trainings
- Word of mouth – private agencies need to be reached

ADDITIONAL GOALS AND OBJECTIVES SUGGESTED★ ☑

- Increase access, even to rural families
- If additional funding is available to help Council achieve goals they should be encouraged to pursue funding
- Work with Child Welfare Services to build Council into System Improvement Plan
- Work with Child Care Planning Council and Child Abuse Planning Council in developing goals
- Assure mention/use of children’s report card
- Willfully use 40 Developmental Assets in strategic plan – Early Education/Intervention for prevention purposes
- More daycare for people [that need] free/reduced care
- Articulation between K-12 and preschool
- Reduce state role and include in K-12 model
- Identify quality in preschool
- Promoted child readiness with parents

MOST IMPORTANT PRIORITIES ★

- **Goal 1 (2)** – objectives 2 & 3
- **Goal 1 (2)**– Public awareness of value of quality – Public awareness of services available
- **Goal #4 (2)** – This community needs to increase the number of early child care program available to students. Anything can be done to increase the participant rate of the most needy students and families is critical
- Articulation with kindergarten programs through blanket use of pre-K program indicators (“standards”) outlined by California Department of Education
- The availability of quality, affordable child care providers
- Making families more aware of how important child development actually is
- Increase quality child care for all age groups and economic levels
- Maintaining quality child care in a challenging economy situation
- Quality of current providers and their skills
- Develop collaborations – Improved access for low & middle income families and increased capacity
- Further assist districts in getting additional money
- Clearly identify the vision and the indicators of quality
- Funding needs to support programs

COUNCIL STRENGTHS ★

The participants were asked to list some of the major strengths of the Council. Three respondents said that the Council is aware of the child care needs of the community and advocate for the child care providers. One said “The Council is very up to date on what’s happening in Sacramento regarding child care and any initiatives or concerns that may affect the delivery of services. They do a good job of informing everyone of this.” Another three mentioned that the Council has good, diverse representation and good leadership from the community. One respondent said “There are a lot of people who are passionate and strong advocates for improving child care on the Council.” Other responses included:

- Public information sharing
- Responding to inquiries for quality daycare providers
- Best practices available in care field
- The Local Planning Council coordinator does a good job providing quality leadership and professionalism
- Creating unity, common vision and identifying what true quality education looks like with quality being promoting the purpose of ECE
- Helping all providers, including private and Head Start, to have more clarity of the purpose of ECE
- Collaborating and coordinating ECE. The Council seems to utilize all the resources available to them.

COUNCIL WEAKNESSES/AREAS TO IMPROVE ★

Respondents were also asked to list any weaknesses or areas that the Council should improve. Two respondents said the Council should work on their outreach, communication and education of the community. One said “Whatever the Council can continue to do to inform parents of young children so they are more discerning about judging the quality of child care provided to their children. First 5 statewide has done a lot to develop materials and the Council could help disseminate those materials.” Others responded with:

- Get down to in-home provider level and see what they need. The Council tends to look more towards center-based or Head Start programs than actually the person who has two to four children in their daycare or home.
- More funding for programs.
- Our own council agency in own county rather than sharing, site based services in Sutter County
- Some of the items identified–outreach, education of community. Has been interest in providers getting formal education, sometimes barriers (financial, providers working full time) to getting that education. Offer more opportunities for training that extend outside the typical commitments of a semester.
- There is a lot of talk about infant and toddler care such as what’s being done about it, what’s new, and what possibilities exist.
- Need to provide more clarity and quality of what ECE is.
- Also need to work on the transition between preschool and kindergarten: there should be a partnership between teachers working with the K-12 system and aiding transition. Teachers

should help with transition of families so families know what their roles and responsibilities are.

- More outreach within themselves, being able to communicate to all their service members. Make sure they fully understand what the mission is, what the goals are, etc. and to children in the community 0-5 that can benefit from these programs and services. Extend more to the rural communities.

BARRIERS ★

Interviewees were asked to list barriers to the Council achieving its goals. All answers were related to the state deficit and budget:

- The state budget. It filters down through the superintendent's office and what happens there can affect everyone.
- Budget. We limited dollars to start anything new let alone to continue ongoing programs
- Concerned about \$24 billion state deficit which will hit all areas of service provision. There are a lot of families with young children who are living in poverty, a lot of single parent households with young children. Much more culturally diverse community and more immigration into the community, presents special challenges in that we need more providers with bicultural knowledge and language skills.
- Compensation and Retention Encourage Stability (CARES) funding. It goes through Local Planning Council (LPC), is a major support to ECE work force but they need a venue to get info out
- The funding source for ECE, using Prop 98 funding and expanding it to pre K-12. We are adding another grade level without increasing amount of money that is available. This undermines support for the Council's purpose.
- Any funding that has been eliminated or any resources that have state earmarks to them and get eliminated. Tough to overcome those barriers.

OPPORTUNITIES ★

The interviewees were asked to list opportunities for the Council that will help them achieve results. Three responses were related to funding, stating that more funding or finding other sources of funding would be an opportunity for the Council. One respondent said "More funding, without that they can't provide services and training. If the budget remained constant for them, awarded or applied for grants outside current funding stream it would form a strong attachment to the business community." Another said "Receive more grant money or other funding resources to provide further opportunities. If we are able to get those funding and resources out to the providers they would be able to replace existing equipment and utilize resources." Two others said that it would be an opportunity if the ECE field became more valued by the community. They said "Overall, enhanced awareness about the importance of ECE is an opportunity. There is a lot of publicity that First 5 has done statewide and nationally. Initiatives to pass universal preschool for example, heightened people's awareness but did not pass. In crisis, there is opportunity. Given the challenges that are coming to all of us due to the bad economy, there is the potential for us to more prudently and thoughtfully use the resources that are available such as the local Sutter County Children and Families Commission (CFC) and Yuba CFC working together to benefit small children. We look for those opportunities." Only one respondent said they could not foresee any opportunities at this time.

Other opportunities included:

- Economic viability of CA, relating data of the impact of ECE and research on children's success to the public. We are able to document and clarify what ECE does and the type of impact that it has so people should believe it. People don't believe in it currently.
- Standard space nation: we have clear standards and expectations of a child that is kindergarten ready meaning they have the skills and qualities they should have, such as academic, social, family support systems in place.
- How to support the extended family system, teaching families the importance of extended family. It takes an entire village to raise a child.

KEY PARTNERS AND ROLES ★

Interview participants and the participants in the Community Based Organization Focus group were asked to list key partners that they consider to be essential to achieving the Council's goals and objectives, and to also list the specific roles they envision the partners having.

- Children and Families Commissions of Yuba and Sutter Counties are important partners, and that their role should be to continue advocating for the child care provider, local or state level, provide information about best practices and begin the process of quality.
- Higher education – College system is a partner and their role should be to educate their students so that what is being taught aligns with the K-12 system, Chico, Yuba College, Sacramento State.
- State preschool programs or the providers, whose roles would be helping, assisting and finding ways to expand basic care for families in Sutter County because of its limited resources.
- Head Start
- Chamber of Commerce – developing partnerships, helping businesses become supportive of a family, production is high and children cared for properly. Look for partnerships within the private sector.
- County Superintendents of Schools – validate the systems, validate programs that districts will get behind, have to validate the quality and culture and expectations of ECE as valuable and being healthy for children
- Religious systems – religious training, church and church families being involved is important, promoting family, child care and importance of children, and this area has been neglected over past 20 years. Need to teach the religious systems how to do this because they lack the confidence. Some discussion needs to take place for a common vision and purpose that is complementary to ECE.
- K-12 districts – validate teaching, growth, development and confidence so that kids aren't just thrown over the fence to the next grade. Family unit needs to be brought along with their first interaction with education until the child graduates. There is a low expectation of parents right now. Parents can be more involved and complement their child's education from K-12 system.
- Children's Home Society – resources, child care payment program, linked to providers
- Family Soup – nonprofit provide support to special needs children
- Hispanic Alliance, the Punjabi Historical Society/American Association, the Hmong American Association – reach out to and communicate with these specialty organizations, they have direct line communication with ethnic communities.

- Foster care organization – Promoting education for parents to care for their own children effectively.
- Providers – seek out further funding from other grants. Partner up with business community, other aspects that they can receive funding.
- Community leaders
- Parents
- Kindergarten programs – including California Department of Education expectations for Prekindergarten and kindergarten
- Support agencies (United Way, Salvation Army, Welfare Dept, etc.)
- Private family child care settings
- Public Agencies, including California Work Opportunities and Responsibility to Kids (CalWORKS)/Child Welfare Services

KEY COMMUNITY CONTACTS FOR EARLY CARE AND EDUCATION (ECE) ★

Additionally, interviewees were asked to name one person or organization that they would consult regarding issues related to early care and education in Yuba and Sutter Counties and to explain why they would consult that person/organization. Two participants said they would consult Jorgine Rogers because “she provides information and is the primary go-to source. She plays a significant role and advocates on all walks of life and has been great resource for First 5.” Additional answers were:

- California Counties Superintendents Educational Association – CCSESA. Ongoing grants through Packard Foundation to help promote early care programs throughout counties. Been helpful and supportive.
- Children’s Commissions, First 5 Commission. Both commissions have invested a lot of time, energy in supporting ECE education and activities. Focus on broader range, looking at health care, dental care and immunizations.
- Eva Teagarden– high level of knowledge, commitment and level of expectation for children. Has a complete understanding of K–12 system, broad view and deep understanding of what it takes to raise a healthy child in the 21st century in democratic society.
- Talk to the people in trenches: Utilize MaryAnn Hedrick for issues regarding ECE because she is a specialist and she deals with 0–5, getting them ready for preschool, they know all resources available to parents. She does a fantastic job implementing programs within district.

FUTURE DIRECTION OF THE COUNCIL ★

Finally, interview participants were asked to name only one issue that the Council should focus on for the next three years. Two of them said the Council should focus on the quality issue such as improving the quality of care. “Research shows that ECE experiences may or may not make a difference, it’s a quality program that makes a difference.” Other issues that were recommended were:

- Maintain services currently available and support possible expansion of services particularly to rural and high poverty communities.
- Education of the community. There is a lot of interest in getting people to attend structured classes and getting them certified. That process gives people a background. The Council could put effort in creating informational materials for people who don’t have time to go to

college. Specific things to give them concrete ideas on are how to care for children in specific age groups, and how stimulate positive brain development. This could be put together [with] public education, like Baby College (Harlem Children's Zone in New York City). They use different strategies to engage at risk families. Provided kids with enhanced nursery school, have their own charter school. Test out at end of 3rd grade. Kids are first tested and usually rank in 15th percentile. After completing Baby College, the same kids rated in 80th percentile. Baby College started prenatally to age 4. In this community, Latino youth have high dropout rates. We can take this concept and translate it into services to at risk families.

- Have a clear, compelling vision that is inclusive and powerful, like a "Big Hairy Audacious Goal" (BHAG). Clarify meaning so that people know it's the right thing to do and so everyone is able to do something that is aligned with goal and vision.
- Communicating effectively to support service groups and making sure all necessary resources and programs are available to parents.