

# Madera County Local Child Care And Development Planning Council (LPC)

## STRATEGIC PLAN 2014-2019

OUR CHILDREN...  
OUR FUTURE



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*Children are one-third of our population and all of our future.*

*-Select Panel for the Promotion of Child Health*

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***Local Child Care and Development Planning Councils are funded to assure local leadership, facilitate a local child care needs assessment, and establish priorities for the use of state child care funds at the local level.***

**Core Purpose:** The Madera County Local Child Care and Development Planning Council (LPC) is an advisory body established by state legislation to support the existing child care infrastructure by coordinating services locally available through collaboration with individuals and public agencies interested in the welfare of children and families.

**History:** In 1991, Congress established federal Child Care and Development Block Grants (CCDBG) through which each state was allocated funds to assist low-income families in obtaining child care and development services. A plan was developed to ensure that California would have a local voice to establish priorities in the allocation of CCDBG funds in each community. Assembly Bill 2141 passed in 1991 establishing the creation of an LPC in local communities. LPC's membership and responsibilities were revised in 1997 as mandated by AB 1542 (CalWORKS).

**LPC Membership:** As the Madera County Board of Supervisors (BOS) and the Madera County Superintendent of Schools (SOS) appoint council members, the councils are required to conduct business in accordance with The Brown Act.

**LPC members are jointly appointed by the BOS and SOS and represent:**

- 20% Consumer
- 20% Child Care Provider
- 20% Public Agency
- 20% Community Member
- 20% Discretionary Member

**Program Requirements:**

- Annually determine local priorities for child care and development services.
- Conduct an assessment of child care needs at least once every five years.
- Develop a comprehensive, countywide child care plan to address identified needs.
- Seek and advocate for funding of child care services and programs.
- Maximize child care and development resources through coordination and collaboration.
- Promote public awareness of child care issues as an important part of family support services.
- Advise the BOS and the SOS on issues affecting child care and development in the county.
- Promote and enhance child care and development services through public education, provider education and provision of support services.
- Complete an annual self review and report to California Department of Education Child Development Division (CDD).



## Purpose of the Child Care Plan

Organizations and agency leaders are constantly faced with the difficult task of making decisions that impact the welfare of families and children in our community. The LPC seeks to provide a plan that can be a guide and resource that will drive the agenda of child care services that meet the needs of Madera County's children and families.

The goals and objectives identified in this plan will be accomplished through collaboration between public, private and community agencies and coordination of new and existing services and resources in the county.

## This plan will be used to

- Increase awareness of the importance of quality child care and learning experiences for all Madera County children, families and communities.
- Provide all stakeholders with a common frame of reference for future action.
- Expand partnerships to implement strategies.
- Provide a platform that will lead to coordinated planning, integrated action and advocacy for specific policy changes.
- Mobilize public and private resources to address identified needs.
- Recommend priority areas for development of programs and funding.

The LPC's Strategic Plan at-a-Glance is comprised of goals, objectives, and strategies that will be addressed over the next five years. It is contained herein as a quick look at the targeted work of the LPC. This Strategic Plan at-a-Glance will be used as a means to assist the LPC in identifying areas of ongoing need, monitoring goals and objectives, and measuring results on a regular basis.

## Creating a Child Care Plan for Madera County

### Step One: Needs Assessment

One of the primary responsibilities of the LPC is to assess the county's overall child care needs for families with children 0-12 years of age at least once every five years.

The plan was developed as the result of an intensive needs assessment process designed to determine major child care needs and assets within the county. Based on these local findings, a strategic planning process was facilitated to identify priority areas that would serve as the LPC's backdrop in which to identify overarching goals designed to enhance child care quality and access in Madera County. This process was facilitated by the Madera County LPC Coordinator and Executive Committee with the assistance of the Center for Evaluation and Research, LLC. The needs assessment included: 1) relevant data collected from a variety of entities including local, state and federal agencies; 2) surveys administered to parents and providers throughout nine districts in Madera County.

### Step Two: Analyzing the Findings

With 14,412 children ages 0-5 in Madera County

- 41% of the population lives in the city of Madera and 11% live in the City of Chowchilla, while the remainder live in unincorporated and often isolated areas of the county.
- 34.6% of children in Madera live below the federal poverty level.
- 70.8% of the child population in Madera is Hispanic/Latino, 23.2% White, with less than 2% each of African American, Multiracial, American Indian, and Asian.
- 877 children are on waitlists to receive a child care subsidy.
- Annual cost of care for an infant is \$11,276 and for preschool care \$7,856.
- 5,621 children in Madera County have a moderate to high risk of a developmental delay.
- 394 children in Madera County are enrolled in special education programs including 218 with speech and language delays, 132 other diagnoses, 23 hearing or visually impaired, and 21 with a diagnosis of autism.

(Data is based on the 2012 Children Now Report, California Health Survey, California Department of Education (data quest), California Child Care Portfolio, California Child Care Resource and Referral, and the California Department of Finance, kidsdata.org.)

Madera County covers an area of roughly 2,147 miles. Given the size of the county and the diversity of incomes and ethnicity, providing adequate child care services for all children that need care will present considerable challenges.

The demand for preschool age spaces for 3 to 5 year olds currently exceeds the existing supply of affordable preschool spaces.

### **Step Three: Strategic Planning Process**

The strategic planning process was designed to engage LPC members in discussions surrounding current child care and development issues, identifying strengths and barriers, prioritizing need areas, and defining long-term goals, measurable objectives and specific strategies that will serve to guide the LPC over the next five years. In other words, what will it take to significantly impact the quality and accessibility of child care in Madera County?

In addition, the LPC staff reviewed the current strategic plan and LPC activities in order to be purposeful about proposing additional and continuing activities that have the greatest impact on the ECE community and that meets the needs of the county, while taking into account the reductions in state funding to LPCs. Input gained from the LPC strategic planning process was incorporated into a revised 5-year Strategic Plan and presented to the LPC Executive Committee for review and approval. Ultimately, this draft was taken to the LPC for final review and approval. The intent of this collaborative planning process was to ensure a plan that is manageable, accurate, and inclusive and that maximizes the resources that are available to the LPC.

The strategic planning process resulted in the identification of three **priority areas** within our community:

- 1) Community Awareness**
- 2) Quality Workforce Development**
- 3) Access and Capacity**

Each priority represents an area of critical focus and will serve as a guide for developing and maintaining quality early care and education opportunities in Madera County. Activities in these three priority areas are guided by the principles of:

- Quality child care for all children from birth to 12 years of age
- Fill the unmet need for licensed child care spaces
- Inclusion of children of all abilities in a diversity of programs
- Affordability of care for families of all income levels
- Nurture a professional workforce for all children in care in Madera County

## Vision

*Every family in Madera County has access to quality, affordable early care and education services.*

## Mission

*To plan for and affect early care and education services and programs based on the needs of families in Madera County.*

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*Caring about our Children, our Community & our Future.*

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Madera County Local Child Care and Development Planning Council (LPC)

**STRATEGIC PLAN at-a-Glance 2014-2019**

**Vision:** Every family in Madera County has access to quality, affordable early care and education services.

**GOALS**

**Community Awareness Partnerships**  
To support community partnerships and establish a one-voice message on importance of early care and education (ECE) and programs serving children birth to age 12.

**Quality Workforce Development**  
To work with community partners to strengthen the early care and education workforce through professional growth and career development .

**Access and Capacity**  
To provide available, accessible and affordable early learning programs in Madera County.

**OBJECTIVES**

- Present a clear and consistent message on the value of quality care and education and the need for equitable and adequate funding.
- Educate parents, government officials, and community members about the importance of early quality care and education for all children.
- Provide information to the public on how to identify and access quality early care.
- Support families to be their child's first teacher.

- Support and facilitate a county wide system promoting the necessary skill development for educated and knowledgeable ECE workforce.
- Identify training needs of the child care community to create programs that are inclusive, culturally appropriate and meet the needs of special populations (special needs, dual language learners, etc.).
- Inform/educate the public on the attributes of a quality program.
- Promote quality standards within the early care and education community.
- Utilize state and federal funding to provide professional development to early educators and to develop a quality improvement system for subsidized early care programs.

- Communicate LPC goals, objectives, and strategies to community partners.
- Track, update and analyze data that document the need for early care and education.
- Increase awareness of the need for child care facilities.
- Develop partnerships among business, child care, and education stakeholders.
- Ensure all children will have access to quality child care.
- Promote increased availability of child care services for at-risk children.
- Support early identification of children with special needs through the "Child Find" process.

**ACTIVITIES**

- Maintain the Local Child Care and Development Planning Council (LPC) website with information about programs and links to other child care related agencies and information.
- Advocate to maintain and increase local, state, federal and private funding for early care and education programs.
- Develop effective messaging to parents, the general public and elected officials about the importance of early care and education.
- Provide early education administrators and providers the most up-to-date information on state and federal regulations and legislative updates.

- Coordinate the Early Care and Education Retention Project (CARES/ Assembly Bill 212) .
- Engage and support agencies to provide professional development for ECE professionals to help put children on a healthy track for life .
- Partner with California Pre-School Instructional Network (CPIN) to provide professional development to early care educators and Transitional Kindergarten (TK) teachers.
- Offer workshops and technical assistance opportunities to support licensing of early care providers and facilities.
- Partner with local colleges in promoting higher education degree tracks within early childhood education.
- Support implementation of consistent system-wide evaluation practices that will build capacity and quality of ECE Programs.
- Review and update current materials on the benefits of preschool.

- Produce an annual Child Care Expansion Priorities Report for the California Department of Education (CDE) Child Development Division (CDD).
- Draft an LPC Needs Assessment as new data become available.
- Communicate with local government officials and share compelling unaddressed needs of child care facilities in Madera County.
- Support new child care providers through the state licensing process.
- Partner with appropriate entities for the development of a standardized system for early identification of developmental delays.

Prepared by Brenda Plauson, LPC Secretary—5/14/14

## Community Awareness

The LPC is a clear and consistent voice for the early care and education of our children. The LPC's ongoing message is designed to shape public policy so that the needs of young children are considered first. The LPC's primary role is to make the case that providing a safe and nurturing early learning environment for children, so that parents are able to work or further their education, is critical to the financial health of our community.

The National Association for the Education of Young Children (NAEYC) believes that our nation is at a crossroads. We must develop an integrated system of early childhood care and education that includes comprehensive approaches that directly involve families and communities in program design, implementation, and evaluation. Our nation can and must do better to create opportunities that help all children and families succeed.

**GOAL:** To support community partnerships and establish a one-voice message on the importance of early care and education (ECE) and programs serving children birth to age 12.

### OBJECTIVES:

- Present a clear and consistent message on the value of quality care and education and the need for equitable and adequate funding.
- Educate parents, government officials, and community members about the importance of early quality care and education for all children.
- Provide information to the public on how to identify and access quality early care.
- Support families to be their child's first teacher.

### ACTIVITIES:

- Maintain the LPC website ([www.maderacoe.us](http://www.maderacoe.us)) with information about programs and links to other child care related agencies and information.
- Advocate to maintain and increase local, state, federal and private funding for early care and education programs.
- Develop effective messaging to parents, the general public and elected officials about the importance of early care and education.
- Provide early education administrators and providers the most up-to-date information on state and federal regulations and legislative updates.

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*Children are our most valuable natural resource.*  
*-President Herbert Hoover*

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## Quality Workforce Development

The LPC concurs with NAEYC's convictions about early childhood care and education. The LPC's goal is not simply to defend the status quo but maintain a vision of excellence. Decades of research clearly demonstrate that high-quality child care can predict academic success. Early childhood programs have the potential for producing positive and lasting effects on children, but this potential cannot be achieved unless more attention is paid to ensuring that all programs meet the highest standards of quality. Because of the complexity of these early learning environments, quality early care and education programs depend on a highly skilled and specifically trained workforce.

**GOAL:** To work with community partners to strengthen the early care and education workforce through professional growth and career development.

### **OBJECTIVES:**

- Support and facilitate a countywide system promoting the necessary skill development for an educated and knowledgeable ECE workforce.
- Identify training needs of the child care community to create programs that are inclusive, culturally appropriate and meet the needs of special populations (special needs, dual language learners, etc).
- Inform/educate the public on the attributes of a quality program.
- Promote quality standards within the early care and education community.
- Utilize state and federal funding to provide professional development to early educators and to develop a quality improvement system for subsidized early care programs.

### **ACTIVITIES:**

- Coordinate the Early Care and Education Retention Project (CARES/Assembly Bill 212).
- Engage and support agencies to provide professional development for ECE professionals to help put children on a healthy track for life.
- Partner with California Pre-School Instructional Network (CPIN) to provide professional development to early care educators and Transitional Kindergarten (TK) teachers.
- Offer workshops and technical assistance opportunities to support licensing of early care providers and facilities.
- Partner with local colleges in promoting higher education degree tracks within early childhood education.
- Support implementation of consistent system-wide evaluation practices that will build capacity and quality ECE Programs.
- Review and update current materials on the benefits of preschool.

## Access and Capacity

Years of research demonstrate that the first five years of a child's development establishes the foundation for learning and achievement later in life. Quality preschool, childcare and early learning experiences contribute to building this strong foundation for young children. Unfortunately, access to preschool and child care, particularly high quality affordable child care, remains out of reach for many families. Families contribute roughly 60 percent of the costs of child care; federal, state, and local governments combined contribute 39 percent; and business contributes one percent. The need is great to provide affordable early learning programs in Madera County that are accessible to families and meet the criteria for high quality experiences. This can only be achieved through strong partnerships between government, families and the private sector.

**GOAL:** To provide available, accessible, and affordable early learning programs in Madera County.

### **OBJECTIVES:**

- Communicate LPC goals, objectives, and strategies to community partners.
- Track, update and analyze data that documents the need for early care and education.
- Increase awareness of the need for child care facilities.
- Develop partnerships among business, child care, and education stakeholders.
- Ensure all children will have access to quality child care.
- Promote increased availability of child care services for at-risk children.
- Support early identification of children with special needs through the "Child Find" process.

### **ACTIVITIES:**

- Produce an annual Child Care Expansion Priorities Report for the California Department of Education (CDE) Child Development Division (CDD).
- Draft LPC Needs Assessment as new data become available.
- Communicate with local government officials and share compelling unaddressed needs of child care facilities in Madera County.
- Support new child care providers through the state licensing process.
- Partner with appropriate entities for the development of a standardized system for early identification of developmental delays.

The five year Strategic Plan will serve as the catalyst for making our vision that “***Every family in Madera County will have access to quality, affordable early care and education services***” a reality. We cannot focus on the \$1 billion in budget cuts in the state of California since the last Strategic Plan was drafted in 2005, which resulted in a loss of over 110,000 children losing child care and the opportunity for early education and learning experiences in support of school readiness.

With President Obama’s support for investing in early education, as well as the passage of Proposition 30 by California taxpayers and proposed legislation in support of access to quality programs, our fiscal outlook is improving. It is recognized that child care is one of the building blocks of California’s long term success. With a quality child care system in place, parents have more opportunities to work, contribute to the tax base, and to be less dependent on public assistance.

The identified goals of this strategic plan are driven by the needs of our community and are supported by the LPC with a continued commitment to facilitating the professional growth of early care educators, and advocating at all levels of government to treat child care as an essential service.

Early childhood programs have the potential for producing positive and lasting effects on children. We hope that you will join with us in making the needs of children your highest priority. We must join forces and partner with federal, state, and local governments, business and labor, private institutions, and the public in making this vision of excellence a reality.



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*If we don't stand up for children, then we don't stand for much.*  
*-Marian Wright Edelman*

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## Acknowledgments

The Madera County Local Child Care and Development Planning Council (LPC) wishes to acknowledge the many agencies, organizations, providers and community members throughout Madera County who contributed to the development of the strategic plan.

### *Special thanks to:*

Cecilia Massetti, Ed.D., Madera County Superintendent of Schools and the members of the Madera County Board of Supervisors for their ongoing support of the LPC's efforts.

### **Madera County LPC Members, as of May 22, 2014**

**Chinayera Black-Hardaman** First 5 Madera County  
**Debbie Blankenship** Madera County Department of Social Services  
**Elaine Craig** Madera County Workforce Development Investment Board  
**Monica Cuevas** State Center Community College District  
**Mariana Hernandez** Chowchilla First 5 Family Resource Center  
**Jacklyn Jones** Consumer

**Kim Lopez** Consumer  
**Maria Martinez** Madera County Office of Education (AB212 CARES)  
**Mattie Mendez** Community Action Partnership Madera County  
**Cheryl Mohr** Madera County Office of Education  
**Jessica Phengsiri** Madera Unified School District State Preschool  
**Derek O. Robinson Sr.** City of Madera

The Madera County Local Child Care and Development Planning Council Strategic Plan was created with planning council funds from the California Department of Education Child Development Division. Additional copies of this report may be obtained from the Madera County Local Child Care and Development Planning Council located at Madera County Office of Education, 1105 S. Madera Ave. Madera, CA 93637. Contact Gabriela Maher, LPC Secretary at (559) 662-3825.