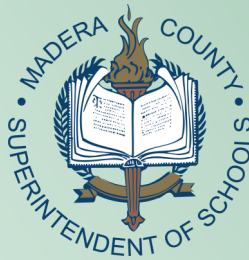


Madera County Local Child Care and Development Council (LPC)



Strategic Plan 2019-2024



Cecilia A. Massetti, Ed.D.
Madera County Superintendent of Schools



Mission

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

Vision

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

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Acknowledgements

The Madera County Local Child Care and Development 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 January 1, 2019

Elsa Estrada

Madera County Public Health Department

Discretionary

Cheryl Mohr

Madera County Superintendent of Schools

Provider

Nancy Fuller

Nancy Fuller Children's University

Discretionary

Danny Morris, Vice Chairperson

Madera County Department of Social Services

Consumer

Tamar Grigsby

First 5 of Madera County

Community

Leticia Murillo

Community Action Partnership of Madera County

Provider

Thien Huynh

Madera Unified School District/ State Preschool

Consumer

Tina Najarian, LPC Coordinator

Madera County Superintendent of Schools

Public Agency

Jacklyn Jones

Madera County Superintendent of Schools

Consumer

Jessica Phengsiri

Madera Unified School District/ State Preschool

Provider

Tina Luera

Madera City College Center

Community

Derek O. Robinson Sr.

City of Madera

Community

Mattie Mendez, Chairperson

Community Action Partnership of Madera County

Community

Harkiran Sandhu

Madera County Department of Social Services

Public Agency



LPC Purpose and History

Local Child Care and Development Planning Councils are funded to assure local leadership, facilitate a local childcare 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 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 obtaining child care and development services. A plan was developed to ensure that California would have a local voice to establish priorities for the allocation of CCDBG funds in each community. Assembly Bill 2141 is mandated by AB 1542 (CalWORKS).

LPC Membership: As the Madera County Board of Supervisors (BOS) and the Madera County Superintendent of Schools (MCSOS) 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 MCSOS and Represent:

- 20% Child Care Providers
- 20% Community Members
- 20% Consumers
- 20% Discretionary Members
- 20% Public Agencies

Program Requirements:

- Determine local priorities for child care and development services annually.
- 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 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. The 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 Chair, Coordinator, and Executive Committee with the support of Cyndy Dolph, Gail Beyer, and Kim Lopez. The needs assessment included relevant data collected from a variety of entities including local, state, and federal agencies.

Step Two: Analyzing the Findings

With 35,506 children ages 0-12 in Madera County:

- 31.9% of children in Madera County live below the federal poverty level.
- 73.6% of the child population in Madera County is Hispanic/Latino, 20.7% White, with less than 2% each of African American, Multiracial, American Indian, and Asian.
- Madera County has a shortage of 10,612 full-time child care slots, regardless of income qualification. Those range from infants/toddlers to preschoolers and school-age children.
- Average annual cost of care for an infant is \$12,324 and for preschool care \$8,736.
- 5,621 children in Madera County have a moderate to high risk of developmental delay.
- 2,591 children in Madera County have been identified with a special need. An Individualized Family Services Plan (IFSP) is created for infants 0-2; and an Individualized Education Plan (IEP) is created for children 3-12.



(Data is based on the 2016 American Institutes of Research, Early Learning Needs Assessments Tool; U.S. Census, American Community Survey, 5 year estimates, Madera County Child Care Resource and Referral, and Madera County SELPA Office, 2016-2017)

Creating a Child Care Plan for Madera County

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 infant/toddler, preschool, school age child care 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 discussion 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 early child education community, and that meets the needs of the county, while taking into account the reductions in state funding to LPC's. 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 intents 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 ~~1) Community~~ **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 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.
- Filling 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.
- Nurturing a professional workforce for all children in Madera County.



STRATEGIC PLAN At-a-Glance 2019-2024

Goals

Community Awareness

To support community partnerships and establish a one-voice message on the importance of early care and education and programs serving children 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

- Communicate LPC goals, objectives, and strategies to community partners.
- Provide information to the public on how to identify and access quality early care.
- 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 care and education for all children.
- Support families to be their child's first teacher.

- Support and facilitate a county wide system promoting the necessary skill development for an educated and knowledgeable ECE workforce.
- Support training needs of the child care community to create programs that are inclusive, culturally competent and meet the needs of special populations (special needs, dual language learners, etc.).
- 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.

- Promote increased availability of child care services for at-risk children.
- Support early identification of children with special needs through the "Child Find" process.
- 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.

Activities

- Maintain the LPC website (www.mcsos.org) 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.
- Support First 5 California's *Talk, Read, Sing* campaign in Madera County.

- Create a county wide system to share upcoming training notification.
- Coordinate services for professional development and college coursework incentives provided by Madera County Quality Counts Early Stars Consortia and AB212.
- Engage and support agencies to provide professional development which are inclusive, culturally competent and meet the needs of special populations (special needs, dual language learners, etc.).
- Partner with California Pre-School Instructional Network (CPIN) and Program for Infant and Toddler Care (PITC) to provide professional development to early care educators and Transitional Kindergarten (TK) teachers.
- Partner with local colleges in promoting higher education degree tracks within early childhood education.
- Research and recommend developmentally appropriate curriculums to support Family Child Care homes.

- Adopt and support the Child Care and Development Selections for Educational Experiences in Madera County.
- Prioritize slots for at-risk children.
- Encourage programs to refer families to Resource and Referral for child care options.
- Partner with SELPA for the development of a standardized system for early identification of developmental delays.
- Produce an annual Child Care Expansion Priorities Report for the California Department of Education (CDE) and Child Development Division (CDD).
- Update Needs Assessment, as new data becomes available, and distribute the information to Madera County Board of Supervisors, City Council, and LPC membership.
- Support new early care providers through the state licensing process and implementation of Title 22 licensing regulations and/or Title 5 Education Code requirements.

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 policy so that the needs of young children are considered first. The LPC's primary roles 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 LPC believes that our nation is at crossroads. We must develop an integrated system of early childhood care and education that includes comprehensive approaches that involve families and communities in program design, implementation, and evaluation.

The LPC participates in development and updating of our local Quality Rating and Improvement System (QRIS).

GOAL:

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



OBJECTIVES:

- Communicate LPC's goals, objectives, and strategies to community partners.
- Provide information to the public on how to identify and access quality early care.
- 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 care and education for all children.
- Support families to be their child's first teacher.

ACTIVITIES:

- Maintain the LPC website (www.mcsos.org) 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.
- Support First 5 California's *Talk, Read, Sing* campaign in Madera County.

Quality Workforce Development

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 program depend on highly skilled and specifically trained workforce.

GOAL:

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

OBJECTIVES:

- Support and facilitate a county-wide system promoting the necessary skill development for educated and knowledgeable ECE workforce.
- Support training needs of the child care community to create programs that are inclusive, culturally competent and meet the needs of special populations (special needs, dual language learners, etc.)
- 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:

- Create a county-wide system to share upcoming training notification.
- Coordinate services professional development and college coursework incentives provided by Madera County Quality Counts Early Stars Consortia and AB212.
- Engage and support agencies to provide professional development which are inclusive, culturally competent and meet the needs of special populations (special needs, dual language learners, etc.)
- Partner with California Pre-School Instructional Network (CPIN) and Program for Infant and Toddler Care (PITC) to provide professional development to early care educators and Transitional Kindergarten (TK) teachers.
- Partner with local colleges in promoting higher education degree tracks within early childhood education.
- Research and recommend developmentally appropriate curriculums to support Family Child Care homes.

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 promote increased available, accessible, and affordable early learning programs in Madera County.



OBJECTIVES:

- Promote increased availability of child care services for at-risk children.
- Support early identification of children with special needs through the “Child Find” process.
- 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.

ACTIVITIES:

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- Update Needs Assessment, as new data becomes available, and distribute the information to Madera County Board of Supervisors, City Council, and LPC membership.
- Support new early providers through the state licensing process and implementation of Title 22 Licensing Regulations and/or Title 5 Education Code requirements.

The five year Strategic Plan will continue to serve as the catalyst for making the LPC's vision that **"Every family in Madera County will have access to quality, affordable early care and education services"** a reality.

Gavin Newsom, the newly elected governor of California, has pledged his support for investing in early education. He has been an outspoken champion for keeping the promise of a quality public education for all students in California. Newsom proposes establishing universal preschool programs for pre-kindergarten children available to all families, and expanding family leave for parents to care for a newborn. During his gubernatorial forum, in early October 2018, Newsome stated, "The most important investment we can make to address the issue of systemic poverty, address the issue of criminal justice reform, is to begin at the beginning. Invest in prenatal care, early Head Start, nurse home visits, preschool."

The identified goals of this Strategic Plan are driven by the need of Madera County 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.



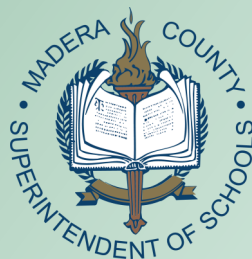
Picture by Brian van der Brug/Los Angeles Times, September 26, 2018



The Madera County Local Child Care and Development Council's 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 Council located at Madera County Superintendent of Schools, 1105 S. Madera Avenue, Madera, CA 93637.

Contact: Tina Najarian, LPC Coordinator at (559) 662-3820 or Gabriela Maher , LPC Secretary (559) 662-3825.



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