

Calaveras Child Care Council

2010-2015 STRATEGIC PLAN

Calaveras



**Child Care
Council**

June 2009

Calaveras Child Care Council

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INTRODUCTION

The Calaveras Child Care Council (CCCC) comprises consumers, service providers, public agencies, and other community representatives who work together to assess and coordinate the delivery of quality child care services and programs. The 2010 to 2015 Strategic Plan is the third work plan adopted by the Calaveras Child Care Council, and it represents on-going research, planning, and assessment. The Plan is anchored to three concepts:

- 1) the **mission** to “...support the development of affordable, accessible, quality child care, which promotes the success of all children, their families and the economy of our communities;”
- 2) the **vision** that Calaveras County has “...an inclusive, quality, affordable child care system that promotes healthy, successful children and youth;” and
- 3) eight **guiding principles**.

This Strategic Plan incorporates information, goals, and objectives from the prior plan, for 2006 – 2009, as deemed appropriate by the current CCCC members and staff. The new plan includes many new objectives and one new goal or focus area regarding the promotion of early care and education. The order of the existing five focus areas has also been changed, and there are now four focus areas in the plan:

- A. Promote Child Care and Child Development
- B. Increase Affordability
- C. Expand Supply and Accessibility for All Children
- D. Develop Child Care Workforce

The plan covers a five-year period, 2010 to 2015, and it was prepared in 2009 with the assistance of CCCC members, several of whom are relatively new members to the CCCC. Staff to the CCCC were also instrumental in the preparation of the document. A key aim of the new plan is to recognize that the CCCC is a facilitator and serves as a bridge to child care service providers, service agencies, non-profits, and other community groups. Objectives from the old plan were simplified and merged when similar. The intents of this new plan are to provide direction and focus in the community on the four areas of interest and concern expressed in the Focus Areas, as well as to develop realistic strategies that address the goals and objectives laid out in the plan. A main consideration is the small size and rural nature of Calaveras County. The objectives and strategies discussed in the new plan reflect this reality.

Background

This section provides readers with a general understanding of the Calaveras Child Care Council, how the CCCC was formed, and what it seeks to accomplish. It provides context and historical perspective for the planning process and a framework for readers who were not involved in creating the plan to better understand its contents.

The Child Care and Development Block Grant and the Title IV-A At Risk Child Care Program were enacted in 1990 by Congress under the Omnibus Reconciliation Act of 1990, Public Law 101-508. The purpose of the new federal child care programs was to increase the availability, affordability, and quality of child care throughout the United States. Administration of the Child Care and Development Block Grant within California was awarded to the California Department of Education by Governor Pete Wilson. In July 1991, the California Department of Education offered funding to each county to establish a local child care planning council with the purpose of developing countywide priorities for child care and development services needed by low income families.

In 2009, the California Legislature passed SB 1629 (Steinberg) to establish an Advisory Committee on Early Learning Quality Standards and to develop a quality rating scale that can be used to evaluate early childhood education programs serving children ages 0 to 5 throughout California. The State Legislature recognized the importance of early childhood education and noted that, currently, our State programs only meet 4 of 10 key benchmarks of quality. The work of the Advisory Committee will be funded through First 5 and be made available to the Governor by the end of 2009. In conjunction with SB 1629, the State Legislature passed AB 2759 (Jones), which proposes to consolidate and streamline existing Title V programs for three- and four-year-olds in the State. As Assembly member Jones said, “AB 2759 helps to reduce administrative costs and burdens and allows funding to get to where it’s most needed—to provide more quality preschool and early childhood education programs to children most in need.”¹

The current California State Budget crisis is unparalleled in the State’s history. Severe budget cuts are taking place across all departments, programs, and services and they are particularly felt by services for families and children. The proposed budget cuts change daily, but it is expected that Calworks funding for child care assistance will be cut, for example. It is not possible to predict how the existing economic downturn will impact the lives of children in the State and Calaveras County, but low-income families and children will undoubtedly be hit hard.

¹ See Dave Jones News Release, “Jones and Steinberg Bills Create Largest Preschool/Early Education Program in Nation” (September 26, 2008).

Calaveras Child Care Council

In the early 1990s, the Calaveras County Local Child Care Planning Council was established to develop local priorities for child care through the federal Child Care and Development Block Grant (CCDBG). The CCCC was informal and met only on an “as needed” basis. In July of 1994, and for three consecutive years thereafter, the CCCC received a small grant to support local priorities and activities as they relate to child care.

Since July 1994, the CCCC has been meeting on a monthly basis. In 1995, the CCCC became an *ad hoc* committee (and then a regular committee) of the Calaveras Alliance for Children. In August of 1997, AB 1542 was passed, and the law mandated that each county in California establish a formal Local Child Care Planning Council. The new law mandated the involvement of both the County Board of Supervisors and the County Superintendent of Schools. More specific responsibilities and mandates were added to the law as part of the legislation creating California’s response to federal welfare reform (Calworks), and additional funding sources were identified. In 1999, the Legislature and Governor were convinced that Local Child Care Planning Councils had become an important part of the local government infrastructure at the county level and that they should be provided with stable, ongoing funding.

The Calaveras Local Child Care Planning Council, now named the Calaveras Child Care Council (CCCC), moved forward to meet the demands of AB 1542. The primary mission of LPC’s in California is to plan for child care and development services based on the needs of all families in the local community. LPC’s are further expected to provide a forum to address the child care needs of all families in the community for all types of child care, both subsidized and unsubsidized.

The CCCC continues to determine local community child care needs through the development of a Needs Assessment conducted every five years and a correlated countywide child care strategic plan. The CCCC plays a key role in developing affordable, accessible, quality child care for families in Calaveras County. The Calaveras Child Care Council meets on the third Tuesday of each month from four to six o’clock at the Head Start Portable, 501-D Goldstrike, San Andreas.

Mission, Vision, Guiding Principles

The Strategic Plan is rooted in the mission, vision, and guiding principles of the CCCC. The *mission* articulates the fundamental purpose for the CCCC to exist; the *vision* provides a broad description of the kind of future the CCCC is trying to create; and the *guiding principles* are the core values and beliefs that guide all activities of the organization. When used together, these principles provide direction and give meaning to all of the work necessary to make the organization flourish.

Mission Statement

The Calaveras Child Care Council supports the development of affordable, accessible, quality child care which promotes the success of all children, their families, and the economy of our communities

Vision Statement

We envision an inclusive, quality, affordable child care system that promotes healthy, successful children and youth.

Guiding Principles

- ★ To be a well informed Local Child Care Planning Council that values teamwork, professionalism, accountability, diversity, personal and professional development, commitment and dedication, innovation and leadership.
- ★ To respect and value the dignity, worth, and uniqueness of each individual child and family.
- ★ To focus the public's attention on the rights and needs of children.
- ★ To bring into active collaboration all individuals and groups concerned with children.
- ★ To promote a well qualified, well compensated core of child care and education professionals who care for children.
- ★ To encourage continuous professional growth of child care and education providers.
- ★ To commit to a high-quality child care and education system that includes best practices, inclusion, diversity, parent involvement, and optional environments.
- ★ To establish resources to help all parents access quality child care.

Stakeholders

Although the membership of the CCCC provides a strong foundation of knowledge and expertise, the CCCC wanted even more involvement and representation during the planning process and beyond to ensure that a thorough and thoughtful plan was developed and implemented. Two of the key steps in the planning process were identifying who stakeholders were and determining the best means of involving them.

For the purposes of this planning effort, a stakeholder is *any person or group who is directly served by the results of the Strategic Plan or who has a vested interest in the outcomes of the planning process*. The five key stakeholder groups and the three key roles the groups play are shown below.

Five Key Stakeholder Groups	Three Key Roles
<ul style="list-style-type: none"> ★ Child care providers ★ Parents/guardians and their children ★ Local organizations (The Resource Connection; First 5 Calaveras; Health and Human Services Agencies; Our Children, Our Community) ★ Board of Supervisors and local government ★ County Office of Education and local school districts 	<ul style="list-style-type: none"> ★ Review and React to Strategic Assessment. At various points, review, react, and provide feedback on objectives, strategies, priorities, partners, etc. ★ Coordinate with Other Planning Efforts. Review the strategic plan’s goals, objectives, and strategies to identify similarities and opportunities for leveraging efforts and resources. ★ Support, Promote, and Participate in Implementing Strategic Plan. Actively contribute to the implementation of the strategic plan through committing staff and financial resources for the purpose and to the changing of policies/procedures at local, regional, or state levels.

PLANNING PROCESS, GOALS, AND OBJECTIVES

A workshop and conference-call process was used to create the Calaveras Child Care Council's original 2010 to 2015 Strategic Plan, building on the existing plan. A summary of the planning process is captured here so future readers/CCCC members can understand the objectives of planning, how the plan was created, the level of participation, and the various considerations and thought processes that went into the final strategic plan document.

Creation of the Strategic Plan

The CCCC identified two primary objectives of the planning process: 1) to produce a strong **strategic plan** for child care and development in Calaveras County; and 2) to create a specific **implementation plan** for carrying out the choices made in the strategic plan, documenting precisely where and when to start executing the strategies.

The planning process consisted of three major phases: Needs Assessment, Strategic Assessment, and Implementation Plan.

Needs Assessment

The State mandates that each Local Planning Council prepare a Child Care Needs Assessment every five years. These needs assessments estimate the need for child care compared to the supply of child care, document a wealth of data on the status of children and families, and also compile data on special populations of children. This phase involves a systematic look at the major needs and assets within the community related to child care. The information gathered and reported in the June 2008 Calaveras Child Care Needs Assessment Report provides the foundation for evaluating alternative future directions and making decisions about the strategies to be pursued. In addition, a Preschool Readiness Assessment was also prepared in the spring 2009, which informs this plan on preschool issues. Other stakeholder assessments and plans have been taken into consideration as the update was completed.

Strategic Assessment

This phase involved a facilitated process to reach consensus within the Calaveras Child Care Council on the strategic direction to be taken by the CCCC—and to be promoted within the community as a whole—to enhance child care quality and access. This consensus was reached through workshops and meetings, conference calls, reviews of documents, gathering of comments, and one-on-one interviews with CCCC members and other members of the child care community. The purpose of this phase was to review the original answer to “where we are going” and the strategies to get there. The Strategic Assessment phase:

- ★ **Defined overall goals:** statements of desired change over the next five years.
- ★ **Defined intermediate objectives:** precise changes sought in the next one to three years.
- ★ **Developed strategies:** overall approaches or methods by which goals and objectives will be achieved.
- ★ **Defined strategic relationships:** the interconnected groups of parents, providers, business, government, and children and family services providers are key to the success of a long-range plan.

In the spring of 2009, the CCCC revisited and updated the goals, objectives, and strategies to be undertaken by the CCCC and the community for the next five years.

Implementation Plan

This phase created the specific action plan for implementing the strategic choices made in the previous stage. It involved determining where to start and who needed to do what by when in order to start executing the strategies. The Implementation Plan is the tool that ensures that the strategic plan remains visible and viable. For this reason, the Implementation Plan is contained in a separate companion document to this strategic plan and is to be updated annually.

Development of the Strategic Plan was an iterative process, meaning that each part of the plan was built on work conducted in the previous step. Each step was documented, and the draft strategic plan updated to include work products that the CCCC had affirmed and approved. A combination of meetings, “homework assignments,” and conference calls were used to produce and ultimately approve the various plan components.

Focus Areas, Goals, and Objectives

The Strategic Plan is divided into four Focus Areas. Each Focus Area has an overarching goal that relates to its topic name. The four Focus Areas are:

- A. Promote Child Care and Child Development
- B. Increase Affordability
- C. Expand Supply and Accessibility for All Children
- D. Develop Child Care Workforce

These four areas relate to the mission, vision, and guiding principles of the CCCC and represent its core aspiration and mandate.

Each Focus Area has a number of objectives that relate to each goal based on the current conditions in the County and the interests of the current CCCC members. These objectives evolve over time as tasks are accomplished or the situation in Calaveras County changes. One example of such an evolution is the expansion of the old Focus Area B from educating parents about quality child care to promoting child care and child development more broadly (new Focus Area A).

Objectives are more focused statements of goals related to the overarching goal statement for each Focus Area. There can be several objectives that achieve the mandate of a goal statement. Next, a series of strategies to implement each objective were identified and adopted by the CCCC. These are discussed further below.

Strategies for Achieving Goals and Objectives

Strategies identify the specific programs, services, and projects to be pursued in order to achieve each objective. The intent is for this plan to serve as a comprehensive strategic plan for optimizing the child care system and providing necessary links to coordinate the activities of many different organizations, thereby enhancing child care services and increasing the quality of life for children and their families throughout the County. To support this outcome, each strategy has a set of **partners** that identify the organizations that are best positioned to work together in successfully implementing the strategy. These partnerships relate to how the entire system of public agencies and community organizations must work together in order to achieve the goals and objectives described in this plan.

The tables in each Focus Area chapter are organized according to the goals and objectives of their respective Focus Area. For each objective, the plan identifies the intended strategies, community partners to involve in each strategy, possible costs, and available resources for implementation. The list of partners is not meant to exclude any individuals or organizations that can contribute to the success of the strategies, but rather to serve as a starting point. Additional partners will be openly sought as strategies are being funded and implemented. In addition, the strategies may be supplemented over time as opportunities arise over the course of implementing the plan. There may be additional strategies adopted by the CCCC through the annual review process.

Evaluation Process

Regular evaluation of a strategic plan is necessary to ensure that a plan continues to have meaning and value for a community, that its impact is measured, and that any necessary “course corrections” to the plan are made in a timely manner. To this end, the CCCC

discussed the evaluation process, including types of data to be used (qualitative and quantitative), where data can be found, the frequency of review(s), and what will be done with the information learned as a result of the evaluation process.

The “2006-2009 Calaveras Child Care Council Strategic Plan” was reviewed on a semi-annual basis, and the 2010 to 2015 Strategic Plan will be reviewed semi-annually as well, resulting in a summary report issued to key community stakeholders. The CCCC will also schedule an annual study session with the County Board of Supervisors and the County Superintendent of Schools to report on progress made during the previous year and any implications for the County. In these ways, the knowledge learned as a result of carrying out the Strategic Plan can benefit the entire community year after year.

The CCCC will continue to review the Strategic Plan on a semi-annual basis and evaluate the work completed and its relevancy at the annual CCCC retreat held in June each year. At the annual retreat, strategies are initiated, postponed, modified, or deleted resulting in the updated 12-month Implementation Plan.

Goal Statements

The following represent the four main goals developed as part of this Strategic Plan. Each Focus Area has its own overarching goal statement. Each subsequent chapter is devoted to one Focus Area, and objectives and strategies for each goal statement are presented therein, along with other useful information concerning the focus area.

Table 1
 Calaveras Child Care Council Goal Statements
 Child Care Strategic Plan 2010 to 2015

Focus Area - Definitions	Goal Statements
<i>A. PROMOTE CHILD CARE AND CHILD DEVELOPMENT</i>	
Covers child care, early education, infant, preschool, and school age child care, and all 0-12 issues related to child care and education, quality, development, play, socialization, etc.	Goal A: Through increased awareness and education, the community will value and support child care, child development, and early care and education.
<i>B. INCREASE AFFORDABILITY</i>	
Covers all aspects of costs to families, subsidized child care, income issues, and providers' viability.	Goal B: All parents and guardians can afford access to quality child care.
<i>C. EXPAND SUPPLY AND ACCESSIBILITY FOR ALL CHILDREN</i>	
Includes all aspects of supply of child care, demand for child care (key focus of the Needs Assessment), access to child care for families, location of child care, types of child care relative to need, and child care by age. Also includes unique populations and children with special needs.	Goal C: The capacity and quality of child care in areas of priority will increase for all children, including for those with unique needs.
<i>D. DEVELOP CHILD CARE WORKFORCE</i>	
Includes all issues related to providers, teachers, staff, administration, retention, compensation, education levels, quality issues, and benefits.	Goal D: The supply of qualified teachers and staff in all child care environments will increase, with reduced turnover and adequate substitute staff.

Prepared by Brion & Associates.

FOCUS AREA A: PROMOTE CHILD CARE AND CHILD DEVELOPMENT

Promoting Child Care and Child Development is a new Focus Area for this plan, and its addition stems from input received from the CCCC and child care partners gathered during the development of the plan. This Focus Area's main purposes are outreach and education and developing more formal relationships in the community. This focus area encompasses the old Focus Area B: Extensive Use of Untrained Caregivers, which had a narrower focus than this new focus.

Child Care and Child Development encompass the educational needs, development needs, and the child care needs of children 0 to 5. Child Care and Child Development recognize the interrelationship between fulfilling the needs of child care families and providing for the developmental and educational needs of young children. Studies show over and over the benefits of early care and education in the development of healthy and happy children who are ready to succeed in kindergarten and throughout their school years. There are economic development benefits of Child Care and Child Development as well. Child Care and Child Development allow parents to go to work and keep "Calaveras County Working". Child Care and Child Development is offered through a wide variety of providers in the County, some formal and some informal, some private and some public. Many people do not fully understand the important social, economic, and behavioral benefits of Child Care and Child Development. More outreach and communication are needed throughout Calaveras County to promote Child Care and Child Development fully to parents, business owners, and public decision-makers.

Current Needs and Conditions

The 2008 Needs Assessment discusses the economic benefits of Child Care and Child Development, which, like other economic infrastructures, builds the local economy and improves the quality of life in the County. Greater economic health reduces crime, enables individuals and families to live better and more fully, and increases governments' budgets to provide better services for residents and businesses. Public and private investments in early care and education infrastructure contribute to Calaveras County's overall productivity and economic competitiveness by:²

- ★ Expanding local labor force participation by enabling people to work.
- ★ Contributing to increased output, greater personal income, more business formation, and higher revenues from local taxes.
- ★ Increasing productivity and retention of employees in businesses in the county.

² See "The Economic Impact of the Early Care and Education Industry in Amador and Calaveras Counties" (June 2008), prepared by The Insight Center for Community Economic Development, page 14.

- * Ensuring future public savings on social needs by lowering high school drop-out and crime rates and decreasing special education and welfare costs.
- * Cultivating Calaveras County's future workforce by improving the cognitive skills and emotional well being of children and by ensuring that they enter the traditional K-12 school system ready to learn.
- * Fueling local economic expansion with federal and State child care subsidies.
- * Improving the quality of life in Calaveras County.
- * Capturing more federal and State child care subsidies, which make early care and education more affordable for workers in Calaveras County.

A shortage of child care and child development opportunities for residents in rural Calaveras County limits economic prosperity. Investing in quality early care and education becomes a catalyst for the economic success of Calaveras County because:

- * Taxpayers benefit when costs for criminal justice, remedial education, unemployment, and welfare decline as a result of high-quality early care and education.
- * Communities benefit when high-quality early care and education enhances quality of life by improving outcomes for youth.
- * Children benefit because they enter the K-12 school system socially, emotionally, and academically prepared to continue learning.
- * Businesses benefit from the cultivation of the State's future workforce and their future employees.

The estimated value of annual gross receipts for the formal ECE industry in Calaveras County is \$6.2 million:

- * \$995,000 for licensed family child care homes;
- * \$662,000 for private, licensed for-profit, non-profit, and sectarian child care centers (excluding Early Childhood Programs and CDE-CDD funded programs);
- * \$404,000 for all child development programs funded by the California Department of Education;
- * \$2.4 million for Early Childhood Programs;
- * \$246,000 for license-exempt relative and in-home care providers receiving vouchers;
- * \$1.5 million license-exempt before- and after-school programs

The early care and education industry has 169 FTEs in Calaveras County in 2008. The number of FTEs in early care and education is 33% of the number of employees in construction, similar to the number of employees in finance and insurance on a percentage basis. There are more FTEs in early care and education in Calaveras County than there are workers in legal services (95 jobs), offices of dentists (72 jobs), and commercial banking (30 jobs).

Goals, Objectives and Strategies

Focus Area A has four main objectives, listed on the left of the table, to implement the overall goal, which is stated at the top of the table. Potential stakeholders and partners for each objective are listed on the right.

Table 2
 Focus Area A. Objectives and Potential Stakeholders
 Child Care Strategic Plan 2010 to 2015

A. PROMOTE CHILD CARE AND CHILD DEVELOPMENT

Focus Area - Goal & Objectives	Broad List of Potential Stakeholders, Organizations, and Agencies
Goal A: Through increased awareness and education, the community will value and support child care, child development, and early care and education.	<i>Note: potential lead agencies and other community stakeholders that could take the project on as their own or work directly with the CCCC on the objective are listed first.</i>
Objective A.1: Increase parents, guardians, and community awareness of the benefits of child care and child development through media and direct outreach.	First 5 Calaveras, The Resource Connection, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, Constructing Connections.
Objective A.2: Promote and connect child care with economic growth and development, and add child care policies to the General Plan of the County.	First 5 Calaveras, The Resource Connection, County Administrator's Office, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, and Mark Twain Elementary School District.
Objective A.3: Recognize, value, and support the roles provided by family, friends, and neighbors in child care throughout the County.	First 5 Calaveras, The Resource Connection, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District and Mark Twain Elementary School District.
Objective A.4: Expand the CCCC's role as a facilitator on child care issues in the community through partnerships with existing public agencies, nonprofits, and other community organizations.	Calaveras Child Care Council, The Resource Connection, First 5 Calaveras, Calworks, County Health and Human Services Department, Behavioral Health Services, all children's services agencies, nonprofits, and community organizations in the County.

Prepared by Brion & Associates.

Table A-1
 Objective A-1 Strategies, Outcomes and Stakeholders

FOCUS AREA A: PROMOTE CHILD CARE AND CHILD DEVELOPMENT	
Child Care Strategic Plan 2010 to 2015	
Goal	Objective
Goal A: Through increased awareness and education, the community will value and support child care, child development, and early care and education.	Objective A.1: Increase parents, guardians, and community awareness of the benefits of child care and child development through media and direct outreach.
<p>Strategies</p> <p>A.1-1 Working with child care stakeholders, conduct public outreach and media education about the public, social, and economic benefits of early care and education, on the quality of life and costs of providing public services throughout the life of a child.</p> <p>A.1-2 Prepare "white paper" on the benefits of early care and education using existing studies and research, tailored toward rural communities, and disseminate them throughout the community, using existing mailing lists from school districts, utilities, and other County agencies.</p> <p>Outcomes:</p> <p style="padding-left: 40px;">An increase in calls of interest to Children & Families Resource & Referral and a higher proportion of the County's children enrolled in some form of licensed and licensed exempt child care programs.</p> <p>Potential Partners:</p> <p style="padding-left: 40px;">First 5 Calaveras, The Resource Connection, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, and Mark Twain Elementary School District.</p> <p>Performance Measure:</p> <p style="padding-left: 40px;">Higher rate of 0- to 12-year-old participation in licensed and licensed exempt child care programs.</p>	

Prepared by Brion & Associates.

Table A-2
 Objective A-2 Strategies, Outcomes, and Stakeholders

FOCUS AREA A: PROMOTE CHILD CARE AND CHILD DEVELOPMENT	
Child Care Strategic Plan 2010 to 2015	
Goal	Objective
<p>Goal A: Through increased awareness and education, the community will value and support child care, child development, and early care and education.</p>	<p>Objective A.2: Promote and connect child care with economic growth and development, and add child care policies to the General Plan of the County.</p>
<p>Strategies</p> <p>A.2-1 Build on the Constructing Connections project, advocate for the inclusion of child care, early care and education facilities within and as part of all new development projects over a minimum size or, for smaller projects, some financial contribution to mitigate the impact of the project on the need for child care facilities.</p> <p>A.2-2 Partner with planners in the County to add child care policies to the housing, land use, transportation, economic development, and other elements of the County General Plan.</p> <p>A.2-3 Work to streamline the permit process for new child care facilities, including centers and family child care homes, and educate landlords and property owners about the laws regarding family child care homes.</p> <p>Outcomes: Goals and policies concerning child care, early care and education in the County's General Plan as well as other local planning documents concerning growth and development.</p> <p>Potential Stakeholders:</p> <p style="padding-left: 40px;">First 5 Calaveras, The Resource Connection, County Administrator's Office, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, Local Income Investment Fund -- Constructing Connections.</p> <p>Performance Measure:</p> <p style="padding-left: 40px;">Number of times child care and/or early care and education is mentioned in public planning documents.</p>	

Prepared by Brion & Associates.

Table A-3
 Objective A-3 Strategies, Outcomes, and Stakeholders

FOCUS AREA A: PROMOTE CHILD CARE AND CHILD DEVELOPMENT	
Child Care Strategic Plan 2010 to 2015	
Goal	Objective
<p>Goal A: Through increased awareness and education, the community will value and support child care, child development, and early care and education.</p>	<p>Objective A.3: Recognize, value, and support the roles provided by family, friends, and neighbors in child care throughout the County.</p>
<p>Strategies</p> <p>A.3-1 Identify public and private partnerships to create sustainable funding sources for the Children & Families Resource & Referral current work on license-exempt care-givers.</p> <p>A.3-2 Sponsor an event that celebrates the role of family, friends, and neighbors in the care of our children.</p> <p>Outcomes:</p> <p>An increase of the community's and County child care fields' acknowledgement of the important contributions to child care given by family, friends, and neighbors.</p> <p>Potential Stakeholders:</p> <p>First 5 Calaveras, The Resource Connection, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, and Mark Twain Elementary School District.</p> <p>Performance Measure:</p> <p>Not quantifiable.</p>	

Prepared by Brion & Associates.

Table A-4
 Objective A-4 Strategies, Outcomes, and Stakeholders

FOCUS AREA A: PROMOTE CHILD CARE AND CHILD DEVELOPMENT	
Child Care Strategic Plan 2010 to 2015	
Goal	Objective
<p>Goal A: Through increased awareness and education, the community will value and support child care, child development, and early care and education.</p>	<p>Objective A.4: Expand the CCCC's role as a facilitator on child care issues in the community through partnerships with existing public agencies, nonprofits, and other community organizations.</p>
<p>Strategies</p> <p>A.4-1</p> <p>Develop a more formal role and public identity for the Calaveras Child Care Council, and communicate this role and identity to all the public agencies, nonprofit organizations, and community groups that work with children and address children's needs.</p> <p>A.4-2</p> <p>Through collaboration with child care partners and stakeholders, standardize the data collection process to develop more compatible and detailed data on children's needs and status by age, location, and type of care.</p> <p>Outcomes:</p> <p>Better name recognition of the Calaveras Child Care Council.</p> <p>Potential Stakeholders:</p> <p>Calaveras Child Care Council, The Resource Connection, First 5 Calaveras, Calworks, County Health and Human Services Department, Behavioral Health Services, all children's services agencies, nonprofits, and community organizations in the County.</p> <p>Performance Measure:</p> <p>Not quantifiable.</p>	

Prepared by Brion & Associates.

FOCUS AREA B: INCREASE AFFORDABILITY

Affordable child care is an important component of the well being of working families and their success. For single parents earning the average income in the County, child care costs can exceed 50% of their monthly income. For two-parent families, child care costs are about 20% of monthly income, on average. However, lower income families cannot afford market rate care and require subsidized care. Currently, there is a need for more subsidized child care for all age groups, 0 to 12 years old. There is also a need for assistance for families that earn too much to qualify for State or federally funded programs but can't afford market rate care. New endeavors and programs are needed to address the affordability issue and will require partnerships with employers, both public and private, public agencies, and non-profit organizations. New State and federal policies are also needed to address the chronic problem of child care affordability for working families.

Current Needs and Conditions

There are a variety of private and public child care providers in Calaveras County, and the cost of child care varies depending on the provider, age of child, and type of care. For example, Calaveras Unified School District provides very affordable school age and preschool care compared to other providers. As in most communities, infant care is the most expensive form of child care due to the higher staff ratio requirements. Preschool is the most cost effective type of child care to provide, because it is often full-time care, five days a week. The majority of child care in Calaveras County is provided at small FCCHs.

Average Costs of Care as of 2008

- ★ Infant care in Family Child Care Homes³ ranges from \$135 to \$200 per week for fulltime care, or an average of \$158 per week.
- ★ Infant care in Private Child Care Centers for fulltime care ranges from \$187 to \$238 per week, or an average of \$213 per week.
- ★ Preschool age care in Family Care Homes for fulltime care ranges from \$125 to \$175 per week, or an average of \$142 per week.
- ★ Preschool age care in Private Child Care Centers for fulltime care ranges from \$115 to \$160 per week, or an average of \$133 per week.

³ Large Family Child Care fees fall within the range of Small Family Child Care fees.

- * School age care in Small Family Child Care Homes ranges from \$100 to 130 per week and for Calaveras Unified School District program costs are about \$110 per week (five days a week).
- * Preschool age care at local school facilities range from \$110 to \$150 per week for fulltime care, or an average of \$130 per week.

The Centralized Eligibility List allows families to apply for subsidized care for all programs offered in the County, but not all families that qualify are actually on the list at any given time.

- * As of 2008, the 166 children on the CEL countywide, waiting for subsidized child care, comprise:
 - o 68 who are 0 to 2 years old, or 41%
 - o 51 who are 3 to 5 years old, or 31%
 - o 47 who are 6 years old and older, or 28%
- * The average wait time on the CEL is:
 - o 59 days for 0- to 2-year-olds
 - o 81 days for 3- to 5-year-olds
 - o 62 days for 6-year-olds and older

Table 3 presents an analysis of how many 0- to 12-year-olds qualify for subsidized care compared to how many subsidized spaces are available. This analysis uses the methodology of the annual Zip Code Priorities. As shown, of the total 1,414 children that possibly would need subsidized child care, there are about 484 who currently receive subsidized care. About one out of four children ages 0 to 12 are eligible for subsidized care potentially, but not all of these children have care. Only about 34% of children in need are currently served. This number includes children served through Early Childhood Programs (Head Start) and State Preschool, and other forms of subsidized care from the Child Development Division (CDD). Based on this information, there is a shortage of 930 subsidized spaces countywide. The data is also presented by zip code and community name. Subsidies come from Calaveras Works and Human Services Agency (Calworks), Alternative Payment, State Preschool (part-time and full day), CDD funded subsidized center-based care, and Early Childhood Programs. All community areas have shortfalls except Avery, which has a two-space surplus.

Table 3
Priority Analysis for Subsidized Child Care - 0 to 12 Year Olds
Calaveras County - 2009

Zip Code	Area Name	0-12 Children w/ Working Parents Under SMI	Supply of Subsidized Spaces (3)	Estimated Shortfall of Subsidized Spaces	Shortfall as Percent of Demand	New 09 Priority
95221	Altaville	12	11	1	9%	na
95222	Angels Camp	160	55	105	66%	1
95223	Arnold/Dorrington	198	40	158	80%	1
95224	Avery	8	10	(2)	-24%	na
95225	Burson	48	13	35	73%	1
95226	Campo Seco	11	-	11	100%	1
95228	Copperopolis	205	52	153	75%	1
95229	Douglas Flat	9	2	7	77%	na
95232	Glencoe	12	-	12	100%	1
95233	Hathaway Pines	11	1	10	91%	1
95245	Mokelumne Hill	34	13	21	62%	1
95246	Mountain Ranch	28	4	24	86%	1
95247	Murphys	116	54	62	54%	2
95248	Rail Road Flat	31	6	25	81%	1
95249	San Andreas	108	63	45	42%	1
95250	Sheep Ranch	4	1	3	76%	na
95251	Vallecito	17	4	13	77%	1
95252	Valley Springs/Jenny	277	125	152	55%	1
95254	Wallace	31	8	23	74%	1
95255	West Point	77	17	60	78%	1
95257	Wilseyville	15	5	10	66%	1
Totals		1,414	484	930	66%	

Note Population data is from the 2008 Needs Assessment.

(1) DOF forecasts children as % of population will decline in Calaveras County from 2000 levels; this adjustment reduces children comparable to the Needs Assessment figures.

(2) Based on percent of children in 2000 that lived in families earning less than State Median Income.

(3) Includes Head Start, Early Head Start, and CDD program spaces.

Sources: Calaveras Child Care Council; Brion & Associates.

Goals, Objectives, and Strategies

Focus Area B has two main objectives, listed on the left of the table, to implement the overall goal, which is stated at the top of the table. Potential stakeholders and partners for each objective are listed on the right.

Table 4
 Focus Area B. Objectives and Potential Stakeholders
 Child Care Strategic Plan 2010 to 2015

B. INCREASE AFFORDABILITY

Focus Area - Goal & Objectives	Broad List of Potential Stakeholders, Organizations, and Agencies
Goal B: All parents and guardians can afford access to quality child care.	<i>Note: potential lead agencies and other community stakeholders that could take the project on as their own or work directly with the CCCC on the objective are listed first.</i>
Objective B.1: Expand subsidized child care for infants and toddlers.	The Resource Connection (the Centralized Eligibility List), Calworks, local Community Colleges, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, First 5 Calaveras, parents needing subsidies, child care providers, and other public/private partnerships.
Objective B.2: Provide support for all parents and guardians in the "income gap" - too much income for subsidized child care but too little for market-rate child care.	The Resource Connection (the Centralized Eligibility List), First 5 Calaveras, Calworks, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, parents needing subsidies, child care providers, and other public/private partnerships.

Prepared by Brion & Associates.

Table B-1
 Objective B-1 Strategies, Outcomes, and Stakeholders
FOCUS AREA B: INCREASE AFFORDABILITY
 Child Care Strategic Plan 2010 to 2015

Goal	Objective
Goal B: All parents and guardians can afford access to quality child care.	Objective B.1: Expand subsidized child care for infants and toddlers.
<p>Strategies</p> <p>B.1-1 Expand subsidized early care and education programs in high needs areas.</p> <p>B.1-2 Work with local employers to develop programs that offer financial assistance to low-income families.</p> <p>B.1-3 Work with State and federal representatives to advocate for increased funding for low-income families and develop policy position paper with child care advocates.</p> <p>B.1-4 Hold workshops on Centralized Eligibility List (CEL) and its components and use them effectively.</p> <p>Outcomes: Increase in subsidized child care spaces for infants and toddlers.</p> <p>Potential Stakeholders:</p> <p>The Resource Connection (the Centralized Eligibility List), Calworks, local Community Colleges, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, First 5 Calaveras, parents needing subsidies, child care providers, and other public/private partnerships.</p> <p>Performance Measure: Number of subsidized spaces for Early Head Start, Head Start and State-funded programs and increased funding dollars in the community.</p>	

Prepared by Brion & Associates.

Table B-2
 Objective B-2 Strategies, Outcomes, and Stakeholders
FOCUS AREA B: INCREASE AFFORDABILITY
 Child Care Strategic Plan 2010 to 2015

Goal	Objective
Goal B: All parents and guardians can afford access to quality child care.	Objective B.2: Provide support for all parents and guardians in the "income gap" - too much income for subsidized child care but too little for market-rate child care.
<p>Strategies</p> <p>B.2-1 Work with State and federal representatives to advocate for child care income tax credits for all families earning less than the median household income.</p> <p>B.2-2 Work with child care advocacy groups to encourage more innovative programs and funding sources.</p> <p>B.2-3 Develop public/private partnership with local employers and/or foundations to provide child care facilities and/or financial support that allows child care providers to offer financial assistance or tuition reduction programs to working families in need that do not qualify for other programs.</p> <p>Outcomes: Increase in the use and availability of financial assistance for child care.</p> <p>Potential Stakeholders:</p> <p>The Resource Connection (the Centralized Eligibility List), First 5 Calaveras, Calworks, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, parents needing subsidies, child care providers, and other public/private partnerships.</p> <p>Performance Measure: New policies, programs, and local funding sources for bridging the "income gap."</p>	

Prepared by Brion & Associates.

FOCUS AREA C: EXPAND SUPPLY AND ACCESSIBILITY FOR ALL CHILDREN

Child care capacity is generally divided into infant, preschool, and school age care and is offered by a variety of providers, including private centers, family child care homes (large and small), local school districts and publicly funded programs, such as Early Childhood Programs. The location and availability of child care spaces vary widely throughout the County, and more remote areas are particularly underserved. Calaveras County continues to have a significant need for more infant and school age child care facilities and spaces. Preschool spaces are in relative balance. In addition, there are a variety of individual children and special populations of children that have special requirements for child care and early care and education. In addition to more formal providers, the role of friends, family, and neighbors is a vital and valued piece of the provision of child care in the County and should be supported and valued.

Current Needs and Conditions

According to child care supply and demand data from the 2008 Needs Assessment, 82% of child care demand is currently being met in the County. A summary of the current supply and demand conditions, as of 2008, reveals the following figures:

- ★ Estimated Supply: 1,331 total child care spaces
 - 148 infant spaces (11% of supply)⁴
 - 669 preschool spaces (50% of supply)
 - 514 school age spaces (39% of supply)

- ★ Estimated Demand: 1,617 total child care spaces
 - 185 infant spaces needed
 - 615 preschool spaces needed
 - 817 school age spaces needed

- ★ Child Care Gap: Shortfall of 286 spaces
 - Infant: 37-space shortfall
 - Preschool: 54-space surplus
 - School Age: 303-space shortfall

- ★ Number of Child Care Facilities: 75
 - 35 small family child care homes
 - 10 large family child care homes
 - 30 child care centers

⁴ This figure of infant spaces assumes licensed capacity at Family Child Care Homes and may overstate infant supply, as not all FCCH providers offer infant care.

Two of the main reasons there is always a shortage of child care spaces are 1) the high cost of constructing spaces/facilities; and 2) the lack of profit generated by child care to fund such facilities in almost all instances, except high-end market rate care in some urban settings. Given that much of the new development in Calaveras County will be single family residential development, developers should be encouraged to consider setting aside units targeted towards family child care providers. These units can also be located near local schools, if possible.

One of the most effective ways to increase the supply of child care is to work with successful existing providers and provide expansion assistance to those providers. Not every child care provider will want to expand or have the physical capacity to meet the requirements. It is unlikely that many formal child care centers operating as private businesses will develop in the short term in the County, given its rural nature and relative small population base. Thus, FCCH providers are likely to continue to offer the most child care, followed by care offered by publicly funded agencies, such as the local school districts and Early Childhood Programs.

Goals, Objectives, and Strategies

Focus Area C has seven main objectives, listed on the left of the table, to implement the overall goal, which is stated at the top of the table. Potential stakeholders and partners for each objective are listed on the right.

Table 5
 Focus Area C. Objectives and Potential Stakeholders
 Child Care Strategic Plan 2010 to 2015

C. Expand Supply and Accessibility for All Children

Focus Area - Goal & Objectives	Broad List of Potential Stakeholders, Organizations, and Agencies
Goal C: The capacity and quality of child care in areas of need will increase for all children, including for those with unique needs.	<i>Note: potential lead agencies and other community stakeholders that could take the project on as their own or work directly with the CCCC on the objective are listed first.</i>
Objective C-1: Increase supply of child care in areas with significant gaps.	The Resource Connection, First 5 Calaveras, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, Low Income Investment Fund -- Constructing Connections, Calaveras County Planning and Public Works Departments, County Administrator's Office, child care providers, and other private and public employers.
Objective C-2: Increase supply of infant and toddler spaces in all types of child care settings.	The Resource Connection, First 5 Calaveras, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, Low Income Investment Fund -- Constructing Connections, Calaveras County Planning and Public Works Departments, County Administrator's Office, child care providers, and other private and public employers.
Objective C-3: Respond to universal preschool opportunities while utilizing existing providers and system.	The Resource Connection, First 5 Calaveras, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, Low Income Investment Fund -- Constructing Connections, Calaveras County Planning and Public Works Departments, County Administrator's Office, child care providers, and other private and public employers.
Objective C-4: Increase school age opportunities and other after school programs.	The Resource Connection, First 5 Calaveras, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, Low Income Investment Fund -- Constructing Connections, Calaveras County Planning and Public Works Departments, County Administrator's Office, child care providers, and other private and public employers.
Objective C-5: Increase accessibility of vacant child care spaces through outreach, and connect with parents in need through better access to transportation.	The Resource Connection (the Centralized Eligibility List), First 5 Calaveras, Calworks, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, County Department of Public Works - Transportation Planning, the Calaveras Council of Governments, child care providers, and other private and public employers.
Objective C-6: Work to establish employer-based child care program or center, within the private and/or public sector.	First 5 Calaveras, The Resource Connection, and local business community, large employers, i.e., hospital, County government center, Calaveras Economic Development Corporation, and Chamber of Commerce.

Table C-1
 Objective C-1 Strategies, Outcomes, and Stakeholders

FOCUS AREA C: Expand Supply and Accessibility for All Children Child Care Strategic Plan 2010 to 2015	
Goal	Objective
Goal C: The capacity and quality of child care in areas of need will increase for all children, including for those with unique needs.	Objective C-1: Increase supply of child care in areas with significant gaps.
<p>Strategies</p> <p>C.1-1 Collaborate with current partners, schools, school districts, recreation programs, clubs, and the faith community to increase the supply of all types of child care.</p> <p>C.1-2 Involve local business, nonprofits, and public agencies in the development of new or renovated facilities, with the use of grants and low- to no-interest loans.</p> <p>C.1-3 Educate policy makers and funders at all levels of government about the barriers to increasing capacity in rural and low-income communities.</p> <p>Outcomes: There is an increase in the capacity of child care spaces of all types by 10%, or 133 spaces, over the next five years.</p> <p>Potential Stakeholders: The Resource Connection, First 5 Calaveras, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, Low Income Investment Fund -- Constructing Connections, Calaveras County Planning and Public Works Departments, County Administrator's Office, child care providers, and other private and public employers.</p> <p>Performance Measure: The supply of child care by age, type, and location (i.e., community planning areas). Currently, there are approximately 1,331 child care spaces in all types of settings (licensed and licensed exempt), countywide.</p>	

Prepared by Brion & Associates.

Table C-2
 Objective C-2 Strategies, Outcomes, and Stakeholders

FOCUS AREA C: Expand Supply and Accessibility for All Children Child Care Strategic Plan 2010 to 2015	
Goal	Objective
Goal C: The capacity and quality of child care in areas of need will increase for all children, including for those with unique needs.	Objective C-2: Increase supply of infant and toddler spaces in all types of child care settings.
<p>Strategies</p> <p>C.2-1 Work with existing providers who are licensed to provide infant care but do not.</p> <p>C.2-2 Expand infant and toddler programs in underserved areas of the county.</p> <p>C.2-3 Network with local community colleges to ensure that courses regarding infants and toddlers are offered in the County.</p> <p>Outcomes:</p> <p style="padding-left: 40px;">The supply of infant care spaces countywide increases by 10%, or 15 spaces, over the next five years.</p> <p>Potential Stakeholders:</p> <p style="padding-left: 40px;">The Resource Connection, First 5 Calaveras, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, Low Income Investment Fund -- Constructing Connections, Calaveras County Planning and Public Works Departments, County Administrator's Office, child care providers, and other private and public employers.</p> <p>Performance Measure:</p> <p style="padding-left: 40px;">The supply of infant and toddler care by age, type, and location (i.e., community planning areas). Currently, there are an estimated 148 licensed infant care spaces but not all of these spaces are filled.(1)</p>	

(1) Note: Figure includes licensed capacity for infants at family child care homes which are not always offered.

Prepared by Brion & Associates.

Table C-3
 Objective C-3 Strategies, Outcomes, and Stakeholders

FOCUS AREA C: Expand Supply and Accessibility for All Children Child Care Strategic Plan 2010 to 2015	
Goal	Objective
Goal C: The capacity and quality of child care in areas of need will increase for all children, including for those with unique needs.	Objective C-3: Respond to universal preschool opportunities while utilizing existing providers and system.
<p>Strategies</p> <p>C.3-1 Work with other counties, child care advocacy groups, and elected officials to establish funding sources for increasing preschool opportunities in the County.</p> <p>C.3-2 Work with existing preschool and child care providers to increase quality standards and education levels of preschool teachers in line with general criteria for universal preschool, such as the criteria determined by First 5 California.</p> <p>C.3-3 Make a local case. Working with local school districts to track children's performance through elementary school for those children with preschool and those without, keeping children's identities confidential.</p> <p>Outcomes: An increase in the number of children receiving preschool services in the County.</p> <p>Potential Stakeholders:</p> <p style="padding-left: 40px;">The Resource Connection, First 5 Calaveras, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, Low Income Investment Fund -- Constructing Connections, Calaveras County Planning and Public Works Departments, County Administrator's Office, child care providers, and other private and public employers.</p> <p>Performance Measure: Number of children receiving preschool services in the County.</p>	

Prepared by Brion & Associates.

Table C-4
 Objective C-4 Strategies, Outcomes, and Stakeholders

FOCUS AREA C: Expand Supply and Accessibility for All Children Child Care Strategic Plan 2010 to 2015	
Goal	Objective
Goal C: The capacity and quality of child care in areas of need will increase for all children, including for those with unique needs.	Objective C-4: Increase school age opportunities and other after school programs.
<p>Strategies</p> <p>C.4-1 Collaborate with current partners, schools, school districts, recreation programs, clubs, and the faith community to increase the supply of school age and youth programs.</p> <p>C.4-2 To the extent possible, increase ASES/21st Century programs throughout the County, where eligible.</p> <p>C.4-3 Explore other school age programs offered by other rural cities and counties, such as YMCA/YWCA or Latch Key Programs, where possible; continue to explore developing a Boys and Girls Club.</p> <p>Outcomes: An increase in the number of school age spaces by 10%, or 51 spaces, countywide.</p> <p>Potential Stakeholders: The Resource Connection, First 5 Calaveras, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, Low Income Investment Fund -- Constructing Connections, Calaveras County Planning and Public Works Departments, County Administrator's Office, child care providers, and other private and public employers.</p> <p>Performance Measure: The supply of child care by age, type, and location (i.e., community planning areas). Currently, there are approximately 514 child care spaces in all types of settings, and providers, countywide.</p>	

Prepared by Brion & Associates.

Table C-5
 Objective C-5 Strategies, Outcomes, and Stakeholders

FOCUS AREA C: Expand Supply and Accessibility for All Children Child Care Strategic Plan 2010 to 2015	
Goal	Objective
Goal C: The capacity and quality of child care in areas of need will increase for all children, including for those with unique needs.	Objective C-5: Increase accessibility of vacant child care spaces through outreach, and connect with parents in need through better access to transportation.
<p>Strategies</p> <p>C.5-1 Coordinate vacancy data for all types by location with other waiting lists for child care.</p> <p>C.5-2 Work with local schools, County Department of Public Works - Transportation Planning, the Calaveras Council of Governments, and other child care partners to develop a plan and strategy to address transportation needs of children living in remote areas.</p> <p>C.5-3 Work with providers with vacant spaces to assess how they can conduct better outreach to parents.</p> <p>Outcomes: Reduction in number of children on waiting lists and increase in occupied child care spaces countywide.</p> <p>Potential Stakeholders: The Resource Connection (the Centralized Eligibility List), First 5 Calaveras, Calworks, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, County Department of Public Works - Transportation Planning, the Calaveras Council of Governments, child care providers, and other private and public employers.</p> <p>Performance Measure: Waiting lists and vacancy rates by provider.</p>	

Prepared by Brion & Associates.

Table C-6
 Objective C-6 Strategies, Outcomes, and Stakeholders

FOCUS AREA C: Expand Supply and Accessibility for All Children Child Care Strategic Plan 2010 to 2015	
Goal	Objective
Goal C: The capacity and quality of child care in areas of need will increase for all children, including for those with unique needs.	Objective C-6: Work to establish employer-based child care program or center, within the private and/or public sector.
<p>Strategies</p> <p>C.6-1 Identify three potential employers that are possible candidates for some type of on-site or nearby child care center, and conduct outreach to each employer to consider joint employer-sponsored center to create economy of scale for successful center.</p> <p>C.6-2 Develop information packet about types of options for employer child care centers, including benefits, costs, cost savings, reduction in employee absences, and complexities of child care in Calaveras County.</p> <p>C.6-3 Work with planning department to identify potential siting issues and work out a plan to address these issues, once an employer has been identified.</p> <p>Outcomes: One new employer-sponsored child care center within five years. Reduced employee absences, and increased employee recruitment and retention.</p> <p>Potential Stakeholders: First 5 Calaveras, The Resource Connection, and local business community, large employers, i.e., hospital, County government center, Calaveras Economic Development Corporation, and Chamber of Commerce.</p> <p>Performance Measure: New child care spaces at employer-sponsored center. Reduced employee absences, and increased employee recruitment and retention.</p>	

Prepared by Brion & Associates.

Table C-7
 Objective C-7 Strategies, Outcomes, and Stakeholders

FOCUS AREA C: Expand Supply and Accessibility for All Children Child Care Strategic Plan 2010 to 2015	
Goal	Objective
Goal C: The capacity and quality of child care in areas of need will increase for all children, including for those with unique needs.	Objective C-7: Promote and support inclusion of children with special needs.
<p>Strategies</p> <p>C.7-1 Continue to collaborate with Children's Inclusive Care Council (CICC), other stakeholders and public agencies to develop and provide trainings that encourage child care providers to more effectively serve children with special needs and their families.</p> <p>C.7-2 Maintain a list of Special Needs and Mental Health Resources (i.e., the purple manual) to be included in materials available to providers, parents, and guardians.</p> <p>C.7-3 Through existing newsletters, educate child care providers about current mandates and legislation regarding children with special needs.</p> <p>Outcomes:</p> <p style="padding-left: 40px;">Increase in the number of children with special needs being served by child care providers throughout the County.</p> <p style="padding-left: 40px;">Increased awareness of the needs of children with special needs.</p> <p>Potential Stakeholders:</p> <p style="padding-left: 40px;">Children's Inclusive Care Council, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, The Resource Connection, local Community Colleges, Department of Health and Human Services, Behavioral Health Services, Valley Mountain Regional Center, The Community Advisory Committee, parents of children with special needs, child care providers, and advocates of children with special needs, diversity, C7tolerance, and understanding.</p> <p>Performance Measure:</p> <p style="padding-left: 40px;">Number of children of all ages with special needs served by Head Start and Early Head Start, local school districts and schools, other programs, and private child care providers.</p>	

Prepared by Brion & Associates.

FOCUS AREA D: DEVELOP CHILD CARE WORKFORCE

Calaveras County's child care workforce continues to need significant support from the community. Better salaries and professional status could attract a stable workforce; however, the ability to pay decent wages usually means passing the costs on to the parents. Limited availability of child development classes in the County makes it difficult for staff to get the training and education they need and desire. The County needs a permanent higher education system that meets the needs of individual teachers and staff in Calaveras County. The CCCC and its partners must look for innovative ways to meet the child care workforce challenge by motivating public and private partnerships.

A key aspect of funding for child care workforce was developed through AB212.⁵ This bill requires that specified funds appropriated by the Budget Act of 2000 for child care and development shall be allocated to local child care and development planning councils based on the percentage of State-subsidized, center-based child care funds received in that county, to be used to address the retention of qualified child care employees in State-subsidized child care centers.

Originally, AB212 was introduced as a statewide program called California CARES (Compensation and Retention Encourage Stability) and was aimed to build a skilled and stable workforce to provide high-quality child care and development services throughout the State of California. The CARES program establishes a link between training and compensation through a Child Development Corps stipend program, which provides financial incentives for trained teachers and providers to remain in their early childhood classrooms. The Calaveras CARES Professional Development Program was funded through First 5 Calaveras and has ended as of June 2009. This program served over 100 teachers and staff in Calaveras County, allowing them to gain additional education and training in early childhood education.

Current Needs and Conditions

Based on the Preschool Readiness Assessment for Calaveras County, which was completed in 2009, the data in this section highlights responses to a survey that was sent to all preschool child care centers in the County, both public and private. While this data is for preschool providers, it is indicative of all child care providers in the County.

Salaries for teachers were not provided for all of the respondents. Public programs, such as Early Childhood Programs, have pay scales starting at \$10.24 per hour for Assistant Teachers/Aides, \$11.97 per hour for Teachers, and \$16.15 per hour for site supervisors. The four private centers that responded to the survey all provide different benefits for their employees. Paid sick leave ranges from none to seven days annually and paid

⁵ Assembly Bill No. 212, Chapter 547, AB212, Aroner - Child Care and Development.

vacation days range from none to 10 days, with some adding a day for each year of employment. Three of the four centers provide paid holidays separately from vacation days.

The CUSD Preschools provide paid sick leave, vacation, holidays, and time off, as well as health and dental coverage for employees and dependents. They also contribute to employee retirement plans. All CUSD preschool program staff receive the same benefit package and offers to participate. For Early Childhood Programs, employees have six days of paid sick leave, 10 paid vacation days annually for the first two years, and 15 days after two years, 12 paid holidays per year, and paid health care and dental coverage for the employee only (not dependents).

Almost all centers/programs encourage professional staff development by encouraging staff to enroll in the Calaveras CARES program; eight provide on-the-job training and funding costs for classes, workshops, and conferences, as well as the days off for staff to attend off-site classes and conferences.

According to the surveys, the primary factor that prohibits staff from continuing their education at all centers is that staff members have competing family responsibilities. The other two most common reasons cited were inconvenient location and inconvenient times of higher education coursework. From further discussion with providers and child care community members, access to continuing education is limited due to the rural nature of the County. People must travel a considerable distance to get to classes or take online classes in order to further their early childhood education. The high cost of tuition and books was also cited several times as a barrier to continuing education.

First 5 California provides a useful definition of categories for teaching training:

- ★ **Entry Level:** 24 ECE⁶ units for teachers and 6 ECE units for assistant teachers;
- ★ **Advancing Level:** 60 units of college with 24 ECE units for teachers and 24 ECE for assistant teachers;
- ★ **Quality Level:** BA degree with 24 ECE units for teachers and AA degree and 12 ECE units for assistant teachers.

Based on responses from the survey, most of the preschool teachers at private centers fall into the Entry Level category as defined by First 5. Only two of the eight teachers have Bachelor's degrees but not enough units of ECE to be Quality Level.⁷ Of the three Assistant Teachers/Aides, they too are mostly Entry Level, with one qualifying as Advancing Level. For the CUSD Preschools, two of the three Assistant Teachers/Aides meet the Advancing Level qualification. The Early Childhood Programs provided us with

⁶ Refers to Early Childhood Education here.

⁷ One teacher has a Bachelor's degree and 20+ units of ECE, but it is not clear if it is over 24 units as needed to be in the "Quality Level."

averages; therefore, on average, teachers have 31 units of ECE, but only 30% have a Bachelor's or Master's degree, or are at Quality Level. For the Assistant Teachers/Aides, 23% have a minimum of an Associate's degree and, on average, they have 23 units of ECE, so we can assume that these 23% of Assistant Teachers/Aides meet the Quality Level.

The CCCC will want to develop its own education level standards and may consider the First 5 California criteria useful.

Goals, Objectives, and Strategies

Focus Area D has five main objectives, listed on the left of the table, to implement the overall goal, which is stated at the top of the table. Potential stakeholders and partners for each objective are listed on the right.

Table 6
 Focus Area D. Objectives and Potential Stakeholders
 Child Care Strategic Plan 2010 to 2015

D. Develop Child Care Workforce

Focus Area - Goal & Objectives	Broad List of Potential Stakeholders, Organizations, and Agencies
Goal D: The supply of qualified teachers and staff in all child care environments will increase, with reduced turnover and adequate substitute staff.	<i>Note: potential lead agencies and other community stakeholders that could take the project on as their own or work directly with the CCCC on the objective are listed first.</i>
Objective D-1: Increase levels of education and training of child care workforce overall, and assist in finding new funding to support teachers and providers.	Local Community Colleges, The Resource Connection, Board of Supervisors, child care providers, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, other after school programs, First 5 Calaveras, State and National Associations (CAEYC, NAEYC, State Provider Association), Child Development Training Consortium (professional development mentors), and public and private stakeholders.
Objective D-2: Encourage stakeholders to provide special training, online programs, and formal education throughout the County by working in partnership with local community college programs and universities.	Local Community Colleges, local universities, The Resource Connection, child care providers, Calaveras County Office of Education, local high school districts, other after school programs, First 5 Calaveras, Child Development Training Consortium (professional development mentors), and public and private stakeholders.
Objective D-3: Increase and support the job stability of teachers and providers in the field.	Local Community Colleges (Columbia College, Delta College, Consumnes River College), local universities (Chapman University, National University, California State Universities, Sacramento and Stanislaus), The Resource Connection, child care providers, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, other after school programs, First 5 Calaveras, Child Development Training Consortium (professional development mentors), and public and private stakeholders.
Objective D-4: Promote diversity and cultural inclusiveness with teachers, providers, and all child care stakeholders.	First 5 Calaveras, The Resource Connection, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, Community Colleges, Department of Health and Human Services, Behavioral Health Services, local Region Centers, parents of children with special needs, child care providers, and advocates of diversity, tolerance, and understanding.

Prepared by Brion & Associates.

Table D-1
 Objective D-1 Strategies, Outcomes, and Stakeholders

FOCUS AREA D: Develop Childcare Workforce Child Care Strategic Plan 2010 to 2015	
Goal	Objective
Goal D: The supply of qualified teachers and staff in all child care environments will increase, with reduced turnover and adequate substitute staff.	Objective D-1: Increase levels of education and training of child care workforce overall, and assist in finding new funding to support teachers and providers.
<p>Strategies</p> <p>D.1-1 Continue to sustain, support, and increase funding for a child care development training fund, similar to and/or in conjunction with the existing AB212/CARES program; leverage outside funding, grants, and other sources of funds.</p> <p>D.1-2 Identify and prioritize the current gaps in professional development, such as training resources.</p> <p>D.1-3 Develop an on-going incentive program to encourage child care providers to attend, track, and report on education and training.</p> <p>Outcomes: Increase education and training levels of local teachers and providers.</p> <p>Potential Stakeholders: Local Community Colleges, The Resource Connection, Board of Supervisors, child care providers, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, other after school programs, First 5 Calaveras, State and National Associations (CAEYC, NAEYC, State Provider Association), Child Development Training Consortium (professional development mentors), and public and private stakeholders.</p> <p>Performance Measure: Education levels of existing and new teachers and staff.</p>	

Prepared by Brion & Associates.

Table D-2
 Objective D-2 Strategies, Outcomes, and
 Stakeholders

FOCUS AREA D: Develop Childcare Workforce Child Care Strategic Plan 2010 to 2015	
Goal	Objective
Goal D: The supply of qualified teachers and staff in all child care environments will increase, with reduced turnover and adequate substitute staff.	Objective D-2: Encourage stakeholders to provide special training, online programs, and formal education throughout the County by working in partnership with local community college programs and universities.
<p>Strategies</p> <p>D.2-1 Explore interest in cohorts or specialized training opportunities that continue to motivate staff towards Early Childhood Education degrees and/or higher permit levels.</p> <p>D.2-2 Identify community colleges and professors that would be willing to host one- to two-day training workshops throughout the more rural areas of the county. Develop a training curriculum that is broad enough to meet the specific needs of each area. Try to hold one training per year over the next five years and avoid duplication of effort and courses offered.</p> <p>D.2-3 Support community efforts to encourage a permanent degree or certificate offered through local community colleges that meet the needs of Early Childhood Education staff in Calaveras County.</p> <p>D.2-4 Identify possible existing training sites with a computer lab where providers can have access during evenings and weekends.</p> <p>D.2-5 Continue to support early child care and education intern program and opportunities for high school students throughout the County.</p> <p>D.2-6 Sustain mentoring and peer support programs by pairing more experienced teachers and staff with newcomers to the field or those wishing to advance their training.</p> <p>Outcomes:</p> <p style="padding-left: 40px;">Increase education and training levels of local teachers and providers and new workers in the field.</p> <p>Potential Stakeholders:</p> <p style="padding-left: 40px;">Local Community Colleges, local universities, The Resource Connection, child care providers, Calaveras County Office of Education, local high school districts, other after school programs, First 5 Calaveras, Child Development Training Consortium (professional development mentors), and public and private stakeholders.</p> <p>Performance Measure:</p> <p style="padding-left: 40px;">Education levels of existing and new teachers and staff.</p>	

Prepared by Brion & Associates.

Table D-3
 Objective D-3 Strategies, Outcomes, and Stakeholders

FOCUS AREA D: Develop Childcare Workforce	
Child Care Strategic Plan 2010 to 2015	
Goal	Objective
<p>Goal D: The supply of qualified teachers and staff in all child care environments will increase, with reduced turnover and adequate substitute staff.</p>	<p>Objective D-3: Increase and support the job stability of teachers and providers in the field.</p>
<p>Strategies</p> <p>D.3-1 Help teachers and providers access the Teacher Mentor Program, Child Development Permit Mentors program, and local Calaveras CARES Advisors to support teacher and staff training issues and needs pertaining to permits.</p> <p>D.3-2 Develop and disseminate an annual resource list of current classes and scholarships available to those working in the early childhood and school age care field, including information about how to access classes and apply for scholarships.</p> <p>D.3-3 Recognize and reward outstanding teachers and staff once a year with special award of appreciation.</p> <p>Outcomes:</p> <p>Increase in number of new staff, fully qualified, and increase in professional development and education levels of existing staff and teachers.</p> <p>Potential Stakeholders:</p> <p>Local Community Colleges (Columbia College, Delta College, Consumnes River College), local universities (Chapman University, National University, California State Universities, Sacramento and Stanislaus), The Resource Connection, child care providers, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, other after school programs, First 5 Calaveras, Child Development Training Consortium (professional development mentors), and public and private stakeholders.</p> <p>Performance Measure:</p> <p>Education levels of existing and new teachers and staff.</p>	

Prepared by Brion & Associates.

Table D-4
 Objective D-4 Strategies, Outcomes, and Stakeholders

FOCUS AREA D: Develop Childcare Workforce Child Care Strategic Plan 2010 to 2015	
Goal	Objective
Goal D: The supply of qualified teachers and staff in all child care environments will increase, with reduced turnover and adequate substitute staff.	Objective D-4: Promote diversity and cultural inclusiveness with teachers, providers, and all child care stakeholders.
<p>Strategies</p> <p>D.4-1 Work with the community and child care stakeholders to develop and adopt a diversity and cultural inclusiveness policy position for the child care field in Calaveras County.</p> <p>D.4-2 Highlight and promote programs that address diversity and cultural inclusiveness, and develop resource guide for providers, teachers, and staff.</p> <p>D.4-3 Hold periodic workshops and special training on various aspects of diversity and cultural inclusiveness.</p> <p>Outcomes:</p> <p>Greater appreciation of the diversity that exists throughout the County and the broader region, and increased acknowledgement of the cultural changes that are occurring in the community.</p> <p>Potential Stakeholders:</p> <p>First 5 Calaveras, The Resource Connection, Calaveras County Office of Education, Calaveras Unified School District, Vallecito Union School District, Mark Twain Elementary School District, Community Colleges, Department of Health and Human Services, Behavioral Health Services, local Region Centers, parents of children with special needs, child care providers, and advocates of diversity, tolerance, and understanding.</p> <p>Performance Measure:</p> <p>Not quantifiable.</p>	

Prepared by Brion & Associates.

CONCLUSIONS AND NEXT STEPS

The final step in the strategic planning process will be 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 CCCC commits to working on during that period. The Implementation Plan is a tool to guide and monitor the CCCC'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.

The Calaveras Child Care Council's 2010 to 2015 Strategic Plan contains 52 strategies developed to achieve the 15 objectives within four Focus Areas. Each year the CCCC prioritizes these strategies and chooses several of these strategies to pursue during the year. For each of the strategies, task lists are developed detailing the required action steps, target start and end dates for each task, and the person responsible for the set of tasks. Given the uncertainty of the State of California's budget process, the CCCC has decided to postpone the development of the Implementation Plan until the fall of 2009.

Strategic Relationships

The purpose of describing strategic relationships is to create a matrix of current or planned relationships between the CCCC and its many local, regional, and/or State constituents. The matrix shows the interconnected web of relationships within the child care system, and it assists the CCCC and its partners in recognizing and building on the strengths already present.

The matrix on the following pages identifies each of the various partners and its functional level(s), as well as one or two of its primary contributions. Three levels are used:

1. **Strategic:** This applies to those groups or organizations responsible for setting policy and direction for child care or the child care system on the whole.
2. **Tactical:** This applies to those groups or organizations that determine what needs to be done in reference to the identified strategic decisions.
3. **Operational:** This applies to those groups and organizations that implement programs, services, and/or activities for and within the child care system.

Understanding the functional level of a partner and seeing what that partner can contribute to a relationship allow the CCCC to leverage the community's skills and resources in achieving the strategic plan goals in a manner that benefits everyone.

Name	Partner Level			Contributions
	Strategic	Tactical	Operational	
After School Programs				Sources for data on child care needs, training resources and models, provide direct child care services.
Americorps				Provides direct child care services and expands the pool of qualified applicants for jobs.
Angels Camp City Council				CDBG funding source. Policy makers.
Board of Supervisors				Approval body for Local Child Care Planning Council, decision makers affecting child care, approval body for County's General Plan Update.
Bret Harte High School				Child development class, career fair, potential providers.
Calaveras Child Care Council				Plans for and coordinates child care needs and priorities within community.
Calaveras County Office of Education				Determines CCCC membership and funding, sets policy for special education programs, service provider.
Calaveras High School				Source for information dissemination. Partner in Early Childhood Programs Intern program.
Calaveras Unified School District				Sets policy for special education programs, service providers, resources for partnerships.
California Association of Education for Young Children				Sets policy and direction for child care, information resource.
Calworks Participants				Provide direct child care services, expands the pool of qualified applicants for jobs.

Name	Partner Level			Contributions
	Strategic	Tactical	Operational	
Calworks Staff				Identify potential providers, information data source.
CCIP				Implements recruiting and retention program.
Chamber of Commerce				Source for data and memberships, access to business community.
Child Care Resources				Funding, advocacy, training, data collection, access to child care community.
Child Development Training Consortium (Professional Development Mentors)				Professional development, funding, training.
Community Colleges (Columbia, Delta, Consumnes)				Training, education.
County Departments				Regulations, policies, streamlining system, general plan update.
Criminal Justice				Data verification, policy center, and funding.
Distance Learning Programs				Education.
Early Childhood Consultants & Trainers				Training, evaluation, data collection, program development.
Economic Development Department				Data source, access to local employment needs.
Faith-Based Organizations				Direct service providers, data source, access to families.
Family Child Care Homes				Direct service providers, data source, access to families.
Family Resource Network				Access to special needs families, provides resources, and knows how to lobby/make change.
First 5 Calaveras – Children & Families				Plans and funds care for children 0-5.

Name	Partner Level			Contributions
	Strategic	Tactical	Operational	
Commission				
Head Start				National policy setting, provides training, data collection, information distribution, service provider.
Health Care Providers				Direct health services for ages 0-5, information distribution.
Health Link				Direct services for children, counseling.
Healthy Start				Direct service provider, parent training, program developers.
Hospital				Access to employees/families, funding, training resource.
Insurance Experts				Information resource.
Job connection				Training.
Local Business Associations				Resource for data and memberships, access to business community.
Local Service Organizations				Information distribution, volunteers, funding source.
Media				Information distribution.
National Association of Education for Young Children				Guidance at national level, insurance pool.
Organized Labor				Possible partner.
Private Centers				Data collection, information link, service provider.
The Resource Connection				Provides services to the community, families, providers, including resource and referral services, early childhood programs, etc.

Name	Partner Level			Contributions
	Strategic	Tactical	Operational	
School Boards				Formally The Human Resource Connection, or HRC, oversees the Calaveras Child Care Council.
Small Business Development Corporation				Partners in school age care and kindergarten readiness.
State Children & Families Commission				Business development and training.
Vallecito and Goldstrike Continuation Schools				Opportunities to leverage funding. Access to students.

Conclusion

The care and education options available to families and children in Calaveras County are an important part of the community's health. Child care and early care and education lay the foundation for adult life, serving as the basis for children to become well adjusted, productive citizens. Calaveras County can benefit from a comprehensive plan that strengthens child care services and enhances the child care system, a plan that demonstrates how to get the maximum value out of available resources while leveraging the existing strengths and assets. A comprehensive plan provides a foundation to advocate for changes in the community and build new partnerships that enhance child care and child development.

This strategic plan is a major step forward in reaching these goals and creating a system of quality care in Calaveras County that gives children's well being the priority necessary to ensure they reach their full potential.

ACKNOWLEDGEMENTS

The Study Consultants would like to acknowledge the following individuals, the Calaveras Child Care Council members, and CCCC staff for their assistance with this Study preparation:

- ★ **Kerry Williams**, Child Care Coordinator, Calaveras County (Project Manager for Strategic Plan)
- ★ **Adele Baroni**, Calaveras Works and Human Services Agency and CCCC member
- ★ **Katie Correia**, Calworks and CCCC member
- ★ **Krisite LeRette**, County Office of Education – Extended Day Program and CCCC member
- ★ **Carol Larson**, Secretary to the CCCC
- ★ **Kim Potter**, Calaveras Unified School District and CCCC member
- ★ **Sheila Neal**, Early Childhood Programs, The Resource Connection, and CCCC member
- ★ **Ernie LaCarra Barbor**, Mother Lode Job Training and CCCC member
- ★ **Joyce Peek**, First 5 Calaveras and CCCC member
- ★ **Vickie Smith-Becker**, Calaveras County Public Works and CCCC Chair
- ★ **Barbara Yook**, District Attorney’s Office and CCCC member

The Study Consultants would also like to acknowledge the following community members, other organization staff, and public agencies for attending project meetings and providing data and information for this study:

- ★ **Dee Bassett**, Child Care Subsidy Supervisor, The Resource Connection
- ★ **Beverly Finn**, local child care provider
- ★ **Kelly Graesch**, Program Manager, The Resource Connection
- ★ **Karen Pekarcik**, Executive Director, First 5 Calaveras
- ★ **Nancy Tiffany**, Early Childhood Programs, The Resource Connection
- ★ **Kelly Kirschten**, CCIP/LEP Provider Coordinator, The Resource Connection

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- ★ **Michelle Nilsson**, Nilsson Consulting, subconsultant

For further information about the Calaveras Child Care Council, please see www.theresourceconnection.net.

**APPENDIX A:
2009 Calaveras Child Care Council Membership**

2009 CCCC MEMBERSHIP

- ★ **20% Consumers:** Defined as a parent of a person who receives, or who has received within the past 36 months, child care services. Representatives:
 - Barbara Yook, District Attorney’s Office
 - (vacant)

- ★ **20% Child Care Providers:** Defined as a person who provides child care services or represents persons who provide child care services. Representatives:
 - Kim Osmanski-Potter, Calaveras Unified School District
 - Sheila Neal, HRC Early Childhood Programs/Preschool

- ★ **20% Public Agency Representative:** Defined as a person who represents a city, county, or local education agency. Representatives:
 - Vickie Smith-Becker, Calaveras County Public Works
 - Ernie LaCarra Barbor, Mother Lode Job Training

- ★ **20% Community Representative:** Defined as a person either who represents an agency or business that provides private funding for child care services or who advocates for child care services through participation in civic or community-based organizations but is not a child care provider or CDE funded agency representative. Representatives:
 - Adele Baroni, Calworks
 - Joyce Peek, First 5 Calaveras

- ★ **20% Discretionary Appointees:** Defined as a person who is appointed from any of the above categories or outside of these categories at the discretion of the appointing agencies. Representatives:
 - Krisite LeRette, County Office of Education – Extended Day Program
 - (vacant)

**APPENDIX B:
Local Child Care Resources**

LOCAL CHILD CARE RESOURCES

The following are resources either used in preparing this plan or useful to individuals and organizations working to improve child care, the child care system, and/or successful outcomes for children and families.

Resource	Contact
The Resource Connection	www.theresourceconnection.net (209) 754-1075
Calaveras Child Care Council	www.theresourceconnection.net
First 5 Calaveras	www.first5calaveras.org
Local Income Investment Fund	www.liifund.org
California Association for the Education of Young Children	www.caeyc.org
California Child Care Resource & Referral Network	www.rnetwork.org
First 5 California	www.ccafa.org
California Department of Education	www.cde.ca.gov
Child Development Training Consortium	www.childdevelopment.org
Family Resource Network	(800) 847-3030
National Association for the Education of Young Children	www.naeyc.org
National Head Start Association	www.nhsa.org
On the Capitol Doorstep	www.tomatoweb.com/capdoor
Local Investment in Child Care	www.lincc-childcare.com/
LIFF Constructing Connections	www.liifund.org/programs-new/childcare/childcareoverview.htm

**APPENDIX C:
Glossary of Acronyms and Terms**

GLOSSARY OF ACRONYMS AND DEFINITIONS⁸

Acronym	Definition
21st Century	21st Century Community Learning Centers Program
ACF	Administration for Children and Families (Federal)
ACL	All County letter (notification from State Departments)
ADA	Americans with Disabilities Act; Average Daily Attendance
AFDC	Aid to Families with Dependent Children (this program has been replaced by TANF)
AMI	Area Median Income
API	Academic Performance Index
APP	Alternative Payment Program
ASESP	Afterschool Safety and Education Program
BCC	Building Child Care
BHCS	Behavioral Health Care Services Agency (county)
BOS	Board of Supervisors (county)
CAEYC	California Association for the Education of Young Children
Calworks	California Work Opportunity and Responsibility to Kids (State name for TANF)
CalSAC	California School Age Consortium
Cal-SAFE	California School Age Families Education
CAPPA	California Alternative Payment Program Association
CARES	Comprehensive Approaches to Raising Educational Standards (formerly known as Compensation and Retention Encourage Stability)
CCCC	Calaveras Child Care Council
CCCCA	California Child Care Coordinator's Association
CCCR&RN	California Child Care Resource and Referral Network (often referred to as "the Network" or the "R & R Network")
CCDAA	California Child Development Administrators Association
CCDBG	Child Care and Development Block Grant

⁸ Not all of these acronyms appear in this document, but they are typically found in child care studies and documents. They are provided here as a reference guide to those working in the child care field in Calaveras County.

Acronym	Definition
CCDF	Child Care and Development Fund
CCIP	Child Care Initiative Project
CCL	Community Care Licensing
CCLC	Child Care Law Center
CCOP	Calaveras County Office of Education
CCTC	California Commission on Teacher Credentialing, aka CTC
CCTR	California Center Based Contracts
CDBG	Child Development Block Grant
CDD	Child Development Division (of the California Department of Education)
CDE	California Department of Education
CDSS	California Department of Social Services
CDTC	Child Development Training Consortium
CEL	Centralized Eligibility List
COE	County Office of Education
CPIN/ CalPIN	California Preschool Instructional Network
CPS	Child Protective Services
CCR&R	Child Care Resource & Referral
CUP	Conditional Use Permit
CUSD	Calaveras Unified School District
ECE	Early Care and Education or Early Childhood Education
ECERS	Early Childhood Environmental Rating Scales (also known as Harms Scales)
EHS	Early Head Start
EIR	Economic Impact Report or Environmental Impact Report
FCCH	Family Child Care Home (can be small or large)
FRC/N	Family Resource Center/Network
FT&C	Funding Terms and Conditions
HS	Head Start
IDEA	Individuals with Disabilities Education Act
IEP	Individualized Education Plan

Acronym	Definition
IFSP	Individualized Family Service Plan
LAO	Legislative Analyst Office (county, state or federal)
LCCPC	Local Child Care Planning Council (also Local Planning Council or LPC)
LEA	Local Education Agency
LPA	Local Planning Area
NACCRRRA	National Association of Child Care Resource & Referral Agencies
NAEYC	National Association for the Education of Young Children
NAFCC	National Association for Family Child Care
PITC	Program for Infant/Toddler Caregivers
Prop 10	Proposition implementing tobacco tax & California Children and Families Commissions
QRS	Quality Rating System
Title V (five)	California Education Code governing most State-funded child care programs
Title 22	California Health and Safety code governing licensing of child care programs
WOYC	Week of the Young Child