

Calaveras Child Care Council

2001-2006 STRATEGIC PLAN

Calaveras



**Child Care
Council**

May 2001

Calaveras Child Care Council

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Social Entrepreneurs, Inc, a company dedicated to improving the abilities and capabilities of human service organizations and thereby improving the quality of life for individuals and communities, provided support and guidance throughout the planning process. SEI can be contacted at 100 Washington Street, Suite 300, Reno, Nevada 89503 (775) 324-4567, or on the Internet at <http://www.socialent.com>.

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Calaveras Child Care Council Strategic Plan

EXECUTIVE SUMMARY

Congress enacted the Child Care and Development Block Grant and the Title IV-A At Risk Child Care Program in 1990 with the purpose of increasing the availability, affordability and quality of child care throughout the United States. 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 county-wide priorities for child care and development services needed by low income families.

In the early 1990's, the Calaveras County Local Child Care Planning Council (LCCPC), was established to develop local priorities for child care through the federal Child Care and Development Block Grant (CCDBG). The Calaveras County Local Child Care Planning Council, now named the Calaveras Child Care Council (CCCC), continues to determine local community child care needs through the development of needs assessments and county-wide child care strategic plans.

The Calaveras Child Care Council is a collaboration of consumers, service providers, public agencies and other community representatives working together to assess and coordinate the delivery of quality child care services and programs. The 2001-2006 Strategic Plan is the first 5-year workplan adopted by the Calaveras Child Care Council, and represents many months of research, planning and assessment. The plan is anchored in three things: 1) the **mission** to "*...support the success of all children, their families and the economy of our communities through the development of affordable, accessible, quality child care;*" 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**:

1. 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.
2. To respect and value the dignity, worth, and uniqueness of each individual child and family.
3. To focus the public's attention on the rights and needs of children.
4. To bring into active collaboration all individuals and groups concerned with children.
5. To promote a well qualified, well compensated core of child care and education professionals who care for children.
6. To encourage continuous professional growth of child care and education providers.
7. To commit to a high quality child care and education system that includes best practices, inclusion, diversity, parent involvement, and optional environments.
8. To establish resources to help all parents access quality child care.

The 2001-2006 Strategic Plan was developed through a three-phase approach comprised of a **Needs Assessment** to determine major needs and assets within the community related to child care; a **Strategic Assessment** to determine the direction to take to enhance child care quality and access; and the development of an **Implementation Plan**, which outlines specific steps and accountability measures necessary to achieve desired results.

The Needs Assessment process revealed five primary areas of community concerns and issues related to child care that the Council is going to address; they are: a) Child Care Workforce Crisis; b) Extensive Use of Under-trained Caregivers; c) Affordability; d) Individual Needs in Child Care; and, e) Accessibility and Capacity Building. Within these five focus areas, the Council identified seven long-term goals, which are statements of desired change over the next five years, and eleven objectives – short-term, measurable changes that support the goals. The goals and objectives of the Calaveras Child Care Council 2001-2006 Strategic Plan are listed below according to the specific focus areas they address.

Focus Area A Child Care Workforce Crisis

- Goal A.1 The supply of well-trained child care providers will increase to more closely meet the demand.
- Objectives A.1.1 25% of all current child care providers will participate in professional development/growth activities.
- A.1.2 The number of CalWORKS participants trained and working as child care providers will increase by 25%
- Goal A.2 Reduce the turnover rates of all providers by 50%
- Objectives A.2.1 Create opportunities to increase overall compensation by a minimum of 5% for all child care providers.
- Goal A.3 The supply of qualified substitute care for all care environments will be increased.
- Objectives A.3.1 The substitute base within all care environments will increase by 50%.

Focus Area B Extensive Use of Under-trained Caregivers

- Goal B.1 Through increased awareness parents will make informed choices regarding the placement of their children in child care.
- Objectives B.1.1 The number of parents/child care consumers who understand the components and impact of quality care for their children will increase by 10% countywide.

Focus Area C Affordability

- Goal C.1 Parents can afford to access quality child care.
- Objectives C.1.1 Decrease the number of parents on the eligibility waiting list by 10% per year, beginning July 2002.
- C.1.2 One employer will initiate subsidized child care options for their employees.

Focus Area D Individual Needs in Child Care

Goal D.1 Child care providers can identify and respond to families' needs.

Objectives D.1.1 25% of all care providers will report increased access to training and increased overall ability to appropriately respond to the unique needs of children and families within three years.

Focus Area E Accessibility and Capacity Building

Goal E.1 The capacity of care in areas of priority will be increased.

Objectives E.1.1 Increase the number of infant care spaces in Family Child Care homes by 20%

E.1.2 Increase the countywide availability of quality off-hour/non-traditional care by two providers.

E.1.3 Increase the countywide availability of quality school-age options in under-served and/or un-served areas by two providers.

The intent is for this Strategic Plan to be actively used by the Calaveras Child Care Council and other organizations and planning groups to guide actions, inform decisions, and coordinate efforts among the various stakeholder groups. To ensure the best information is available to the community related to child care and the child care system, the Council will conduct an annual evaluation of the strategic plan and report the results back to the key stakeholders. By using the plan in this way, Calaveras County can improve the quality, affordability and access to care for children.

BACKGROUND

This section provides readers with a general understanding of the Calaveras Child Care Council, how the Council 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.

CHILD CARE LEGISLATION

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 county-wide priorities for child care and development services needed by low income families.

CALAVERAS CHILD CARE COUNCIL

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

Since July 1994, the Council has been meeting on a monthly basis. In 1995 the Council 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 law as part of the legislation creating California's response to federal welfare reform (CalWORKs), and additional funding was 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 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 council continues to determine local community child care needs through the development of needs assessments and a county-wide child care plan. The council plays a role in developing affordable, accessible, quality child care for families in Calaveras County. The Calaveras Child Care Council meets the third Tuesday of each month from noon to two o'clock.

MISSION, VISION, GUIDING PRINCIPLES

The strategic plan is rooted in the mission, vision and guiding principles of the Council. The *mission* articulates the fundamental purpose for the Council to exist; the *vision* provides a broad description of the kind of future the Council 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 elements 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 success of all children, their families and the economy of our communities through the development of affordable, accessible, quality child care.

Vision

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 Council provides a strong foundation of knowledge and expertise, the Council wanted even more involvement and representation during the planning process and beyond, to ensure that a thorough and thoughtful plan was developed and implemented. One of the key steps in the planning process was identifying who stakeholders were, and the best means of involving them. For purposes of this planning effort, *a stakeholder is any person or group who is directly served by the results of the strategic plan or that has a significant vested interest in the outcomes of the planning process – and is not currently a member of the Council.* 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 ▪ Children and Families First Commission ▪ Parents and their children ▪ Health and Human Services Agencies ▪ Board of Supervisors 	<ul style="list-style-type: none"> ▪ Review and Reaction to Strategic Assessment. At various points review, react and provide feedback on objectives, strategies, partners, etc. ▪ Coordination with other Planning Efforts. Review the strategic plan 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 implementing the strategic plan through commitment of staff/financial resources; changing policies/procedures at local, regional, or state levels.

PLANNING PROCESS

A thorough process was used to create the Calaveras Child Care Council's 2001-2006 Strategic Plan. A summary of the planning process is captured here so future readers/Council 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. A summary of meetings is contained in Appendix B.

PLANNING OBJECTIVES

The Council identified two primary objectives of the planning process: 1) to produce a strong five-year **strategic plan** for child care 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

Creation of the Strategic Plan

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

Needs Assessment. This phase involved a systematic look at the major needs and assets within the community related to child care. The information gathered and reported in the March 1999 Calaveras Child Care Needs Assessment Report provided the foundation for evaluating alternative future directions and making decisions about the strategies to be pursued.

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 Council – and to be promoted within the community as a whole – to enhance child care quality and access. The purpose of this phase was to define “where we are going” and the strategies to get there. The Strategic Assessment phase:

- ❑ *Defined long term goals*, statements of desired change over the next 5 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 key to the success of a long-range plan.

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.

Development of the Strategic Plan was an iterative process, meaning that each part of the plan developed 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 Council had affirmed and approved. A combination of meetings, "homework assignments," and conference calls were used to produce and ultimately approve the various plan components.

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 Council discussed the evaluation process, including types of data to be used (qualitative/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 2001-2006 Calaveras Child Care Council strategic plan will be reviewed on a semi-annual basis. The first review will identify any needed changes half way into the plan year; the second will be a full strategic plan review at the end of the year, resulting in a summary report issued to stakeholders. The Council will also schedule an annual study session with the County Board of Supervisors to report on progress made during the previous year and any implications for the County. In this way the knowledge learned as a result of carrying out the strategic plan can benefit the entire community year after year.

NEEDS ASSESSMENT

The information in this section is excerpted from the March 1999 Calaveras Child Care Council (CCCC) Needs Assessment Report. To prepare that report, the CCCC conducted a countywide child care survey during the winter of 1998. Approximately 10,000 surveys were distributed and 1,215 surveys were completed and returned. The CCCC compiled the survey information and gathered data from the local Resource and Referral Agency (Child Care Resources). Comparison of supply and demand for child care and the challenges of each community provided the basis for developing the 2201-2006 Strategic Plan.

Calaveras County Child Care Trends and Needs

Population growth in Calaveras County is generated in part by the county's winding country roads, relative isolation and landscape of rolling hills and snow-capped mountains, but these same qualities can be a challenge to the development of an accessible and affordable countywide system of child care.

In Calaveras County, there is more than one community and thus a variety of needs. In order to meet the county's diverse and pressing child care needs identified through the assessment, identifying and addressing individual community demographics, culture and economics will be necessary.

- ☑ Affordable child care is a major concern for many families in Calaveras County.
- ☑ There are only 979 licensed spaces to serve a potential 4,250 children.
- ☑ Commute hours and shift/evening work schedules create need for off-hour, non-traditional care.
- ☑ 79% of parents seek care closer to their homes, especially for children 0-5.

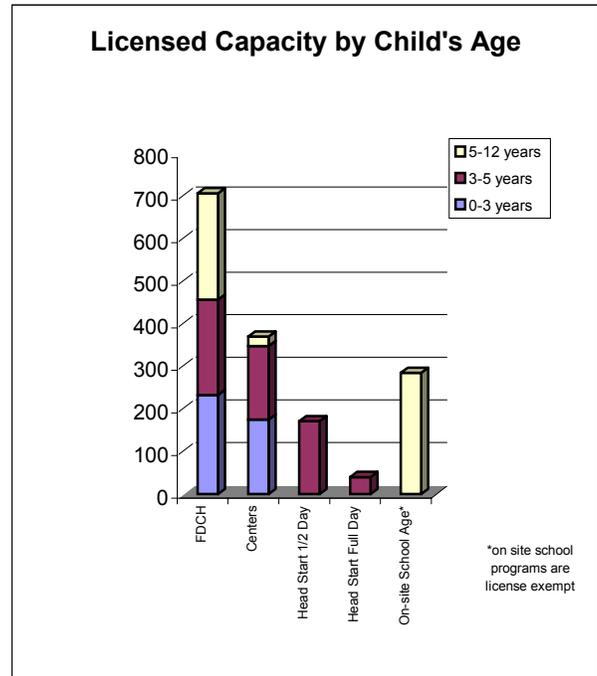
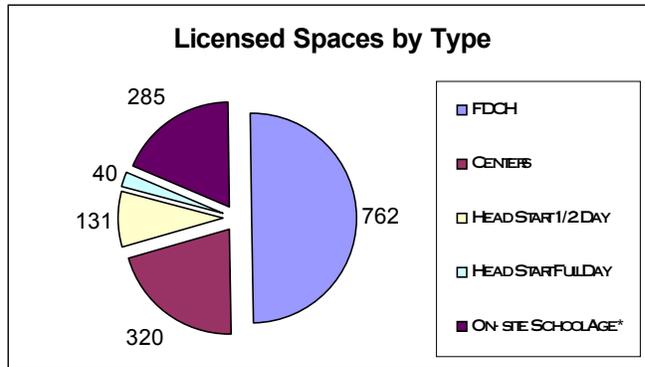
Extensive Use of Unlicensed Care

Economics and long distances between homes, schools and licensed child care facilities often force placement of infants and preschoolers with nearby relatives or friends. This type of care is prevalent in every community.

Extensive use of unlicensed settings like these occurs, **even though surveyed parents preferred child care centers above all others.** Child care preferences give way to transportation logistics and cost in a rural area where jobholders often drive miles out of their way to drop off a child at a licensed facility before heading for work in the opposite direction.

It is difficult to estimate the number of children in license-exempt or unlicensed settings. The numbers could be significant, however, with approximately 4,250 Calaveras County children in homes where both parents work, and a total countywide capacity of less than 1,000 spaces. (License-exempt child care includes care provided by relatives, by registered Trustline caregivers who provide care to children from one family only, and by onsite before and after school programs.)

The charts on the next page show the licensed care by the type of care - Family Child Care Home (FCCH), Centers, Head Start, and On-site School Age - and the capacity of care based on a child's age.



Many Working Families Can't Afford Child Care

Paying for child care is a major factor in a rural economy where there are more job seekers than jobs and earnings are modest. Almost 42% of surveyed families reported annual incomes of \$20,000 or less.

Child care cost is a significant and sometimes unsustainable burden for parents working at minimum wage -- about \$11,000 -12,000 a year. Costs by type of care are shown in the table below. Per hour cost of care ranges anywhere from \$2 to \$2.50, with daily rates average \$15 to \$18, and weekly rates are between \$65 and \$100, full time, based on the age of the child.

Setting	Cost Per Month Per Child
Infant Care - Home	\$ 435
Infant Care - Center	360
Toddler Care	300
Kindergartner Care	200

Approximately 44% of children age 5 or younger, and 58% of those children 6-13 years live in households where both parents (or a single parent) are in the labor force. 81% of these jobholders commute between 5-10 a.m. and 19% commute after 10 a.m. to off-hour jobs, swing, or night shifts.

Requests for child care referrals have risen steadily over the past three years, primarily due to families entering the workforce.

Subsidized Care

A total of 127 families with 223 children were receiving subsidized child care in 1998, and 122 families were on a waiting list at the end of March 1998. About half of those families live in Angels Camp, San Andreas, or Valley Springs, with the remaining families dispersed throughout the county. 62 children were being served in after school programs, with another 16 on a waiting list.

Current funding for subsidized care covers fewer than two-thirds of eligible children in the county. This gap is expected to widen as increasing numbers of low-income families join the work force as a result of welfare reform.

- ☑ There is a large need for additional subsidized care and affordable child care options for the working poor.
- ☑ Expanded information programs result in identifying more accurately the number of eligible families.
- ☑ 60% of welfare-to-work parents choose licensed exempt care.
- ☑ Increased entry in workplace due to welfare reform results in need for more providers.

Transportation Issues Impact Child Care

One-third to one-half of surveyed parents in each community expressed concerns about transportation problems, which are aggravated in Calaveras County by geography, distance and income.

Calaveras County school bussing uses lower cost “corridor system” bus routes that concern parents about school-age children's’ safety. School bus riders must often walk a mile or more home from the drop-off point at a major intersection. Staggered hours for kindergartners and elementary school students make it impossible for the older siblings to walk younger ones home. Transportation costs already impact school district budgets and increased school bussing is unlikely.

While many elementary schools have onsite, school-age care, some of the county’s smaller and more isolated rural communities do not. Commuting parents need child care (even for older children) at school until 6 or 6:30 p.m., increasing demand for on-site after school programs.

Impacts of Welfare Reform

Welfare reform became a household word in August 1997, when the California Legislature passed Assembly Bill 1542. The following January, Child Care Resources began administering the child care component of Calaveras County’s welfare-to-work program, CalWORKS. Welfare-to-work participants receive reimbursement for child care.

Since the program began, child care referrals and requests for related information have doubled, according to Child Care Resources. The growing need for child care has placed a heavier demand on services, especially in infant care, off-hour care and child care in under or un-served areas of the county.

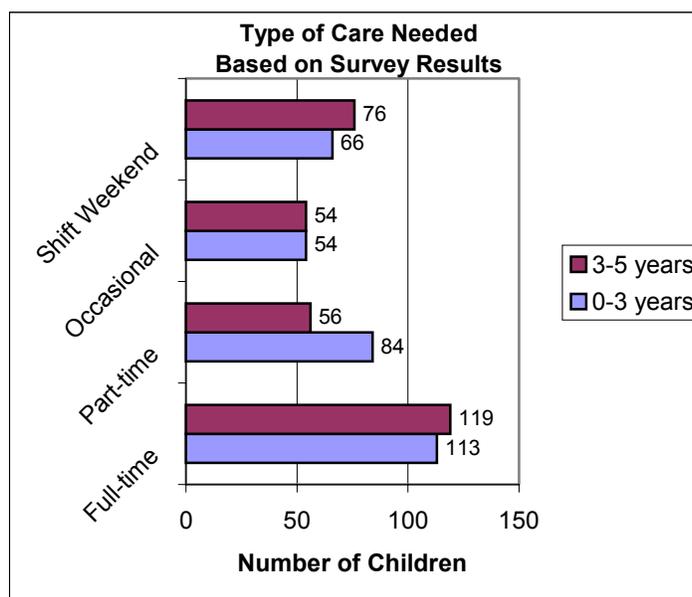
Especially worrisome is the fact that those low-income areas where the greatest numbers of CalWORKS participants are expected currently have few or no child care providers. Many of the former welfare recipients will be initially employed in lower paying jobs and therefore the need for subsidized care will increase. Child Care Resources recently received a grant to develop capacity for care but more will be needed.

Types of Care Needed

Care providers are noticing that more and more grandparents are parenting their grandchildren. Calaveras County has a high percentage of retirees within the general population, contributing to the impact of this trend.

Frequently, the young people come with significant needs as a result of exposure to drugs, alcohol, neglect and abuse. Providers confronting this trend find themselves helping these families in way they have never helped before.

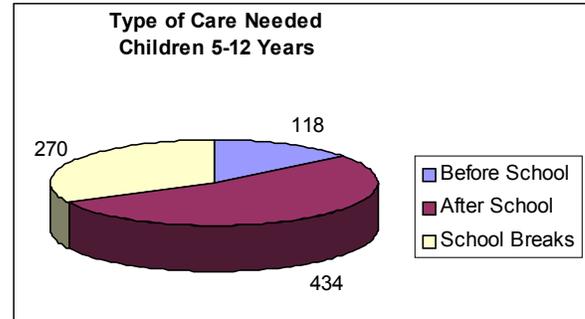
One of the greatest areas of need in Calaveras County is for infant care. With the trend for parents to return to work when children are very young (at 4-6 weeks of age); the need for



knowledgeable, quality care is essential. Currently maximum licensed capacity for infants in the county is 104, a fraction of the demand. The chart on the previous page depicts the type of care families need for children 0-5 years, broken down into two groups: children 0-3, and children 3-5.

Current research shows the importance of the first three years of life to a developing child. Parents and experts know that babies raised by caring adults in a safe and responsive environment are better learners than those raised in less responsive settings and that the effects of this early start are long lasting.

The need for care for children ages 5-12 years, broken down by hours of care needed, is shown in the chart to the right. 118 children (14%) need care before school begins, 434 children (53%) need care after the school day ends, and 270 children (33%) need care during school breaks.



A Childcare Workforce Crisis

Calaveras County's child care workforce is at a crisis stage. The cornerstone of quality is a well-trained staff, and staff members must not only meet basic requirements of licensing (Title 22) but also need to strive for professional excellence. Better salaries and professional status could attract a stable workforce to licensed facilities.

Class size reduction in elementary schools has pushed the demand for teachers to a peak. People who worked in child care have gone to K-12 education jobs and seriously cut into the supply of the county's qualified preschool teachers.

In the relatively healthy current economy, the child care industry has a difficult time attracting workers when higher paying jobs are available in other fields. Child Care Resources believes care providers are underpaid, overworked and under-appreciated. Most child care facilities show a high turnover. Ability to pay decent wages usually means passing the costs on to the parents whom, for the most part, can't afford them.

Training a Child Care Workforce

Limited availability of child development classes adds to the severity of the workforce problem. A movement is presently under way to bring more classes into Calaveras County. Delta College and Columbia College offer Early Childhood Education classes in the county. Head Start works with several agencies to train Americorps volunteers as child care providers. Child Care Resources and the Calaveras Works and Human Services Agency are exploring the possibility of training CalWORKS recipients to become child care providers.

FOCUS AREAS, GOALS AND OBJECTIVES

Using the March 1999 Child Care Needs Assessment Report, the Council identified five primary areas of community concerns and issues related to child care that the Council wants to address; they are: a) Child Care Workforce Crisis; b) Extensive Use of Under-trained Caregivers; c) Affordability; d) Individual Needs in Child Care; and, e) Accessibility and Capacity Building.

Working within these five areas, the Calaveras Child Care Council developed goals and objectives using the following definitions:

A **goal** is a long-range (5-year) statement of desired change, based upon the vision statement.

An **objective** is a precise description of the desired change that is short-term (1-3 years) and measurable, and that supports the achievement of the goal.

Goals and Objectives

Within the framework of the five focus areas, the Council developed seven (7) long-term goals. For each goal, one to three objectives were created using the above definition and striving to ensure each was specific, measurable, actionable, realistic and time-specific.

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

An explanation of each of the focus areas is presented on the next four pages, followed by the goal(s) and objective(s) that address each.

Focus Area A: Child Care Workforce Crisis

Calaveras County’s child care workforce is at a crisis stage. Better salaries and professional status could attract a stable workforce to licensed facilities, however the ability to pay decent wages usually means passing the costs on to the parents. Limited availability of child development classes adds to the severity of the workforce problem. While new efforts are currently under way to help aid this problem, it must not become a patchwork system, but instead we need a permanent higher education system that meets the needs of individuals in Calaveras County. We must look for innovative ways to meet the child care workforce challenge by motivating public and private partnerships.

The Council developed three long-term goals with five objectives addressing Focus Area A. The goals seek to increase and stabilize the supply of care within the County. Strategies for achieving Objectives A.1.1 and A.2.1 are addressed in the 2001-2002 Implementation Plan.

Goals	Objectives
A-1. The supply of well-trained childcare providers will increase to more closely meet the demand.	A-1.1 25% of all current child care providers will participate in professional development/growth activities.
	A-1.2 The number of CalWORKS participants trained and working as child care providers will increase by 25%
A-2. Reduce the turnover rates of all providers by 50%	A-2.1 Create opportunities to increase overall compensation by a minimum of 5% for all child care providers.
A-3. The supply of qualified substitute care for all care environments will be increased.	A-3.1 The substitute base within all care environments will increase by 50%.

Focus Area B: Extensive Use of Under-trained Caregivers

Economics and long distances between homes, school and licensed child care facilities often force placement of infants and preschoolers with nearby relatives or friends. The trend of 60% of welfare-to-work parents is to choose license-exempt providers. According to research, the single most important determinant of child care quality is the presence of consistent, sensitive, well-trained, and well-compensated caregivers. To help parents have informed choices when they choose care for their children, we must educate parents on quality issues and child care options.

To ensure that parents in Calaveras County have the necessary information when choosing care for their children, the Council developed one long-term goal with one short-term objective for Focus Area B. Work on achieving objective B.1.1 begins in July 2001.

Goals	Objectives
B-1. Through increased awareness parents will make informed choices regarding the placement of their children in child care.	B-1.1 The number of parents/child care consumers who understand the components and impact of quality care for their children will increase by 10% countywide.

Focus Area C: Affordability

Affordable child care was a major concern for many families in Calaveras County in the 1999 Needs Assessment. The average cost of full-time, licensed care in a center, for an infant up to 34 months was \$4,219 in 1999 (California Child Care Portfolio), which is 12% of the median income and 35% of a minimum wage worker. Affordable child care is an important component in the success of all working families.

To address the issue of affordability of care, one goal and two objectives were developed. Work toward achieving these objectives begins after July 2002.

Goals	Objectives
C-1. Parents can afford to access quality child care.	C-1.1 Decrease the number of parents on the eligibility waiting list by 10% per year, beginning July 2002. C-1.2 One employer will initiate subsidized child care options for their employees.

Focus Area D: Individual Needs in Child Care.

Of the parents surveyed in the Needs Assessment, 86% indicated a need for specialized child care responses and/or options. One-third to one-half of parents surveyed in each community identified transportation problems as an obstacle to child care. Child care providers have noticed that more and more grandparents are parenting their grandchildren. Frequently, the young people come with significant needs as a result of exposure to drugs, alcohol, neglect and abuse. Training opportunities and specialized experience is needed to prepare providers to care for and support the individual needs of children.

Children and their parents interact with care providers on nearly a daily basis. Frequently families turn to care providers for guidance and referrals when they are in need. The one goal and one objective developed for Focus Area D, seek to improve overall service delivery for families caring for children. Work toward achieving objective D.1.1 begins early in 2002.

Goals	Objectives
D-1. Child care providers can identify and respond to families' needs.	D-1.1 25% of all care providers will report increased access to training and increased overall ability to appropriately respond to the unique needs of children and families within three years.

Focus Area E: Accessibility and Capacity Building

To meet the needs of parents in the smaller, more remote communities, there is a need to establish child care options for these families. Many of the smaller communities in Calaveras County have no licensed child care available for parents. While it may be possible for parents of infants to transport their children to other child care options; it is important to allow school-age children to remain at the schools close to home. Based on requests for child care referrals, ages of children needing care is evenly divided between infant, preschool and school-age children indicating a need for child care capacity in the county to be approximately balanced between the three age groups. While this statement makes sense in terms of referrals, the reality is that many providers are not willing to accommodate more than one or two children under the age of two, limiting the availability of infant care. The need for increased infant care capacity is critical now, and demand is expected to increase.

The goal and objectives developed for Focus Area E recognize the importance of increasing care in all priority areas; however, since the need for infant care is critical now, strategies to meet that objective are addressed in the 2001-2002 Implementation Plan.

Goal	Objectives
E-1 The capacity of care in areas of priority will be increased.	E-1.1 Increase the number of infant care spaces in Family Child Care homes by 20% E-1.2 Increase the countywide availability of quality off-hour/non-traditional care by two providers. E-1.3 Increase the countywide availability of quality school-age options by two providers.

STRATEGIC RELATIONSHIPS

The purpose of describing strategic relationships is to create a matrix or "map" of current or planned relationships between the CCCC and its many local, regional and/or state constituents. The "map" shows the interconnected web of relationships within the child care system, and assists the Council 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 their functional level(s), and one or two primary contributions. Three levels are used:

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

Understanding the functional level of a partners and what they can contribute to a relationship, allows the council 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				Source for data collection surrounding child care needs. Training resource and model.
Americorps				Provide direct child care services; expand the pool of qualified applicants for jobs.
Angles Camp City Council				CDBG funding source; policy makers.
Board of Supervisors				Approval body for Local Child Care Planning Council; decision makers affecting child care.
Bret Harte High School				Child development class; career fair; potential providers.
Calaveras Child Care Council				Plan and coordinate for child care needs and priorities within community.
Calaveras Children & Families Commission				Planning and funding for children 0-5.
Calaveras County Office of Education				Determine CCCC membership, funding, Service provider.
Calaveras High School				Source for information dissemination.
Calaveras Unified School District				Set policy for special education programs.
California Association of Education for Young Children				Set policy and direction for child care; information resource.
CalWORKS Participants				Provide direct child care services; expand the pool of qualified applicants for jobs.
CalWORKS Staff				Identify potential providers; information data source.
CCIP				Implement recruiting and retention program.
Chamber of Commerce				Resource for data and memberships; liaison with business community.
Child Care Resources				Funding, training, data collection, liaison to child care community.
Child Development Training Consortium (Professional Development Mentors)				Funding, training.
Community Colleges (Columbia, Delta, Consumnes)				Training, education.

Name	Partner Level			Contributions
	Strategic	Tactical	Operational	
County Departments				Regulations, policies; help implement certain requirements.
Criminal Justice				Data verification; policy center; funding.
Distance Learning Programs				Education.
Early Childhood Consultants & Trainers				Training; evaluation; data collection; program development.
Economic Development Department				Data source, link with local employment needs.
Faith-Based Organizations				Direct service providers, data source, and conduit to families.
Family Child Care Homes				Direct service providers, data source, and conduit to families.
Family Resource Network				Conduit to special needs families, provide resources, know how to lobby/make change.
Head Start				National policy setting; provide training; data collection; information distribution.
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 point to employees/families; funding; training resource.
Insurance Experts				Information resource.
Job connection				Training.
Local Business Associations				Resource for data and memberships, liaison with business community.
Local Service Organizations				Information distribution, volunteers, funding source.
Media				Information distribution.
Mother Lode Child Development Consortium				Potential funding; evaluation

Name	Partner Level			Contributions
	Strategic	Tactical	Operational	
Mother Lode Daycare Providers Association				Partners, Bridge to providers.
National Association of Education for Young Children				Guidance at national level, insurance pool
Organized Labor				Possible partner
Private Centers				Data Collection, information link
School Boards				Partners in school-age care and kindergarten readiness
Small Business Development Corporation				Business development and training.
State Children & Families Commission				Opportunities to leverage funding
State Providers' Association				Resources and training
Vallecito and Goldstrike Continuation Schools				Access to students

STRATEGIES FOR ACHIEVING GOALS AND OBJECTIVES

Strategies identify the specific programs, services and projects to be pursued in order to achieve each objective. As stated earlier, 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. 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. The partnerships show how the entire system of community services must work together in order to achieve the goals and objectives described in this plan.

The tables that follow are organized according to the goals and objectives listed in the previous section of the plan. For each objective, the plan identifies the intended strategies, community partners to involve in each strategy, possible costs and available resources for implementation. Strategies appearing in ***bold italicized text*** will be pursued during the first 12-months and are presented with specific tasks and responsibility assignments in the 2001 Implementation Plan. 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.

FOCUS AREA A: CHILD CARE WORKFORCE CRISIS

Goals

A.1. The supply of well-trained childcare providers will increase to more closely meet the demand.

Objectives

A.1.1 25% of all current child care providers will participate in professional development/growth activities within the first.

Strategies

- a) **Identify and prioritize current gaps in professional development/training resources at the local level through conducting a needs assessment of current providers.**
 - b) Develop/disseminate a semi-annual, current resource list of classes and scholarships available to those working in the early childhood and school-age care field, including information about how to access.
 - c) Collaborate with local community colleges, Child Care Resources and other local agencies to develop, promote and implement a plan to address identified training needs. Minimize unnecessary duplication of training opportunities.
 - d) **Develop an incentive program to encourage child care providers to attend education and training; track and report on results.**
-

Outcomes: Increased number of child care providers enrolled in local child development classes and specialized trainings; increased number of child development professionals participating in continuing education; increased number of scholarships awarded.

Costs & Resources: Costs to be determined. Resources include: Child Development Training Consortium (training reimbursements & costs of permits), Prop. 10, AB 212 funds, State Career Incentive funds would include stipends for current CPR and other courses.

Potential Partners: Community Colleges (Columbia, Delta, Consumnes), Mother Lode Child Development Consortium, other trainers in & out of county, Child Care Resources, Head Start, CCCC, after school programs, private centers, Family Child Care Homes, early childhood consultants and trainers, distance learning programs, Child Development Training Consortium (professional development mentors), public/ private partners, Mother Lode Daycare Providers Association.

FOCUS AREA A: CHILD CARE WORKFORCE CRISIS

Goals

A.1 The supply of well-trained childcare providers will increase to more closely meet the demand.

Objectives

A.1.2 The number of CalWORKS participants trained and working as child care providers will increase by 25%

Strategies

a) Through coordinated efforts, plan and implement a child care training program for CalWORKS recipients, including identification of partners and securing of funding.

Outcomes: Increase in the number of CalWORKS recipients trained as child care providers; increase the number of CalWORKS recipients working as child care providers; model training program that can be modified and piloted with other targeted groups.

Costs & Resources: Costs to be determined. Resources include: CalWORKS incentive dollars, Prop. 10 funding, Child Care Initiative Project, Head Start model to train parents as Family Child Care Home Providers.

Potential Partners: Calaveras High, Bret Harte High, Vallecito and Goldstrike Continuation Schools, CalWORKS staff, CalWORKS participants, Child Care Resources, CCCC, Head Start, Americorps, Mother Lode Job Training, Small Business Development Corporation, CCIP, Community Colleges.

FOCUS AREA A: CHILD CARE WORKFORCE CRISIS

- A.2 Reduce the turnover rates of all providers by 50%
- A.2.1 Create opportunities to increase overall compensation by a minimum of 5% for all child care providers.
- a) *Prepare a report of current child care provider wages and benefits in Calaveras County to use as a baseline for tracking change (contrast with preschool, Head Start, and elementary teachers).*
- b) Research existing programs within other Local Child Care Planning Councils, which address wage/benefit issues and tailor to meet Calaveras County needs.
- c) Develop a compensation plan that addresses AB 212 mandates/needs and leverages Children & Families Commission funds in Calaveras County.
- d) Research and document the components of quality, affordable child care for purpose of increasing awareness of employers, private industries, faith-based communities, economic development agencies, and social service agencies.
- e) Advocate for policies and practices that increase overall wages and benefits for child care providers and early childhood educators at the local, state and regional levels.
- f) Research and prepare summary document of costs and options for individual and group child care providers to participate in benefit plans. Use summary report to solicit business/other funding to cover or subsidize costs for trained child care providers.
-

Outcomes: Increase in wage and benefits; increase in retention rates; higher level of career satisfaction among child care providers.

Costs & Resources: Costs to be determined. Resources include: Local business support, Prop. 10 funding, AB 212, Head Start/Human Resources Council current wage comparability study, Worthy Wage Project.

Potential Partners: Chamber of Commerce, Board of Supervisors, Local Business Associations, Child Care Resources, CCCC, Calaveras County Office of Education, Calaveras Unified School District, State and Calaveras Children & Families Commission, organized labor, insurance experts, state/national associations (CAEYC, NAEYC, State Provider Association), hospital, Government Center.

FOCUS AREA A: CHILD CARE WORKFORCE CRISIS

Goals

A.3 The supply of qualified substitute care for all care environments will be increased.

Objectives

A.3.1 The substitute base within all care environments will increase by 50%

Strategies

- a) Research existing models of substitute care and use as basis for developing a substitute program that results in a pool of trained substitutes.
- b) Research and coordinate funding sources to support the substitute programs developed.
- c) Develop training programs for substitutes to perform in child development programs.

Outcomes: Increase in the number of qualified substitutes available in all care settings.

Costs & Resources: Costs to be determined for data base creation & maintenance, personnel time, and for criminal record clearances. Resources include: Community Care Licensing (information source) and Americorps.

Potential Partners: Head Start, Calaveras Unified School District, Calaveras County Office of Education, Child Care Resources, Mother Lode Daycare Providers Association, Job Connection, Economic Development Department, Community Colleges, media, high schools.

FOCUS AREA B: EXTENSIVE USE OF UNDER-TRAINED CAREGIVERS

Goals

B.1 Through increased awareness parents will make informed choices regarding the placement of their children in child care.

Objectives

B.1.1 The number of parents/child care consumers who understand the components and impact of quality care for their children will increase by 10% countywide.

Strategies

- a) *Define quality care for Calaveras County.*
- b) Create marketing plan/approach, including tracking and evaluation mechanisms that uses various media and outreach efforts and which targets and educates parents/families about: types of child care placement options, identification and benefits of quality care.
- c) Create partnership among CCCC stakeholders (including child care professionals, business, policy makers, other Councils/Commissions, etc.) to secure funding necessary to promote and implement marketing plan, including outcomes tracking.
-

Outcomes: Universal definition of quality care established for Calaveras County; increased number of parents receiving education about quality care.

Costs & Resources: Costs to be determined for printing and mailing. Resources include: Care About Quality Campaign, Child Care Resources, and Prop. 10 funding.

Potential Partners: Marketing/advertising agency, Chamber of Commerce, Board of Supervisors, Prop. 10, Head Start, school boards, faith-based organizations, Angels Camp City Council, local business associations, Job Connection, CCCC members, local service organizations, Criminal Justice, Family Resource Network, Healthy Start, health care providers, school sites, local fair organizers.

FOCUS AREA C: AFFORDABILITY

Goals

C.1 Parents can afford to access quality child care.

Objectives

C.1.1 Decrease the number of parents on the eligibility waiting list by 10% per year, beginning July 2002.

Strategies

- a) Conduct needs assessment of families currently on the waiting list and identify barriers to access for them.
- b) Create a community partnership and develop collaborative response plan to provide funding/resources that allow parents to access quality child care.
- c) Develop outreach eligibility center in different areas of community.

Outcomes: Decreased numbers on eligibility list; increased financial/other supports for parents.

Costs & Resources: Costs to be determined. Resources include: State and Federal expansion funding; General Child Care, State Preschool, Early Head Start, and Head Start. Ability to leverage resources from B.1.1

Potential Partners: Parents needing child care, Child Care Resources, Child Care Providers, Head Start, Calaveras County Office of Education, Calaveras Unified School District, employers, Prop. 10, public / private child care providers, and other public/private partnerships.

FOCUS AREA C: AFFORDABILITY

Goals

C.1 Parents can afford to access quality child care.

Objectives

C.1.2 One employer will initiate subsidized child care options for their employees.

Strategies

- a) Develop information packet about types of options for employer child care supports, including cost-benefits; the complexities of child care (use results from A.2.1.a and A.2.1.c); and how to implement child care supports.
- b) Create new/use existing collaborative partnership to develop a "sales and marketing plan" that prioritizes business prospects; implement activities.
- c) Offer tax advantage workshops for employers who have child care plan for employees.

Outcomes: Increased number of businesses knowledgeable about subsidy options and their cost/benefits; increased employee productivity; increased number of employees able to afford quality child care; decreased absenteeism resulting from employees' child care issues.

Costs & Resources: Costs to be determined for production and distribution of information packets.

Potential Partners: Local business community, business associations, large employers, i.e. hospital, Government Center, schools, Calaveras County Economic Development Company, and Chamber of Commerce.

FOCUS AREA D: INDIVIDUAL NEEDS IN CHILD CARE

Goals

D.1 Child care providers can identify and respond to families' needs.

Objectives

D.1.1 25% of all care providers will report increased access to training and increased overall ability to appropriately respond to the unique needs of children and families within three years.

Strategies

- a) *Identify the unique needs of families and develop an action plan to improve service delivery for families.*
- b) Develop/disseminate a semi-annual, current resource list of classes and scholarships available to those working in the early childhood and school-age care field, including information about how to access.
- c) Collaborate with local community colleges, Child Care Resources and other local agencies to develop, promote and implement a plan to address identified training needs. Minimize unnecessary duplication of training opportunities.
- d) Develop an incentive program to encourage child care providers to attend education and training; track and report on results.

Outcomes: Increased access to and participation in training resources; increased ability of care providers to respond to children/family needs and connect with appropriate resources; increase in number of families linked to/access appropriate resources and services through child care provider contacts.

Costs & Resources: Costs to be determined. Resources include: Inclusion Specialist, CCIP, Resource and Referral, Health Department, Calaveras Unified School District (as a resource for Special Needs); Head Start Family Advocates (offer numerous training resources). Colleges with curriculum and staff in place (if CCCC provides 20 students, college provides the instructor).

Potential Partners: Community Colleges, trained/skilled individuals and agencies in county, special needs advocates, parents, Prop. 10, educators, Child Care Resources, Head Start, County Departments, Health Link, private providers, Child and Parent Services.

FOCUS AREA E: ACCESSIBILITY AND CAPACITY BUILDING

Goals	Objectives	Strategies
E.1 The capacity of care in areas of priority will be increased.	E.1.1 Increase the number of infant care spaces in Family Child Care homes by 20%	<i>a) Promote infant care training to existing and potential child care providers.</i> b) Network with local community college to develop plans that ensures courses regarding infants are offered within the county.

Outcomes: Increased care options for parents of infants; decrease in critical need for infant care; increased/maintained availability to community college courses focusing on infant care

Costs & Resources: Costs to be determined. Resources include: Early Head Start Center (learning place for those providers willing to provide infant care, an example of quality program, along w/RIE materials, and field trips for potential providers), staff expertise within Child Care Resources (Ellen/Dale), Continued funding for Capacity Building project and incentive programs.

Potential Partners: Early Head Start, Community Colleges, CCIP, PITC, Prop. 10, Child and Parent Services.

- E.1.2 Increase the countywide availability of quality off-hour/non-traditional care by two providers.
- | | |
|----|--|
| a) | Leverage funding and create/expand incentive programs that support caregivers providing off-hour/non-traditional care. |
|----|--|
-

Outcomes: Increase in options for off-hour/non-traditional care; increase funding supports for off-hour/non-traditional care.

Costs & Resources: Costs to be determined. Resources include: Prop. 10, employer contributions, Alternative Payment (AP) funds, school sites.

Potential Partners: Child Care Resources, Community Colleges, Small Business Development, Mother Lode Daycare Providers Association, employers, and Calaveras Unified School District.

FOCUS AREA E: ACCESSIBILITY AND CAPACITY BUILDING

Goals	Objectives	Strategies
E.1 The capacity of care in areas of priority will be increased.	E.1.3 Increase the countywide availability of quality school-age options by two providers.	<ul style="list-style-type: none">a) Develop a resource that directs new and existing facilities to funding sources.b) Collaborate with and utilize Regional Resource Centers.c) Involve local businesses in the development of public and private partnerships that support facility development and expansion through the creation or enhancement of grant and loan programs.d) Establish links with local banks and encourage child care as an option for community reinvestment programs.

Outcomes: Increase in number of child care facilities; decrease in after school youth crime rates; increase in after school care options; increase in homework completion rates for youth attending programs.

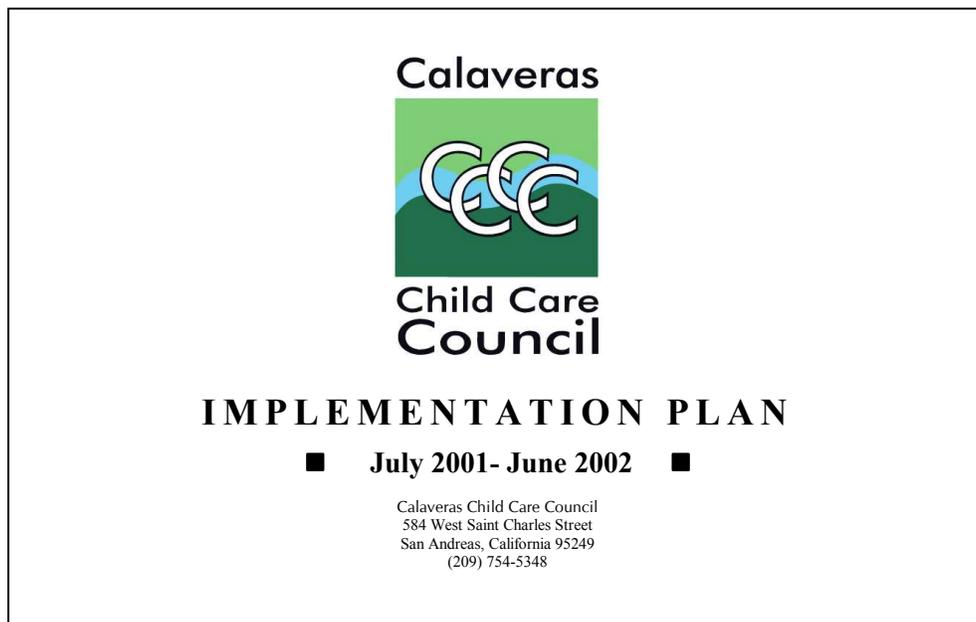
Costs & Resources: Costs to be determined. Resources include: State Department of Education funding, federal funding for after school programs; Regional Resource Centers.

Potential Partners: Calaveras County Economic Development Company, Planning Department, local banks (community reinvestment act) Regional Resource Centers (potential partners for all capacity building efforts), Calaveras Unified School District, Calaveras County Office of Education, Chamber of Commerce, Criminal Justice Commission, businesses, and local business associations.

IMPLEMENTATION PLAN

The final step in the strategic planning process was the development of the implementation plan. The implementation plan is a 12-month action plan with detailed task lists for each of the strategies the Council commits to working on during that period. The Implementation Plan is a tool to guide and monitor the Council's work and it specifically lists lead persons responsible for managing a set of tasks, as well as the agreed-to time frames for accomplishing the work.

As noted earlier, the Calaveras Child Care Council's 2001-2006 Strategic Plan contains 30 strategies developed to achieve the 11 objectives. The Council prioritized these strategies and arrived at a list of 6 strategies to pursue during the year. For each of the 6 strategies, task lists were developed outlining in detail the required action steps, target start and end dates for each task, and the person responsible for the set of tasks. The 2001-2002 Implementation Plan is contained in separate document that the Council can manage and update without needing to revise the entire strategic plan document.



CONCLUSION

The care and education options available to families and children in Calaveras County are an important part of the community's health. 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 an system of quality care in Calaveras County that gives children's well-being the priority necessary to ensure they reach their full potential.

APPENDICES

A. Child Care Council Membership List

<u>Representative</u>	<u>Designation</u>
Cathy Bourland Child Care Resources	Child Care Provider
Janet Orvis Cook Calaveras Head Start/State Preschool	Discretionary Representative
Crissy Huey Parent	Consumer
Trisha James Calaveras Unified School Age Care	Public Agency Representative
Jeanette O'Brien Calaveras Works & Human Services Agency	Public Agency Representative
Chris Shultz Calaveras County Office of Education	Child Care Provider
Trina Steck Calaveras Unified School Age Care	Discretionary Representative
Karen Mahoney-Wilson Family Resource Network	Community Representative

B. Meeting Summaries

The development of the Calaveras Child Care Council Strategic Plan has been a thoughtful and thorough process. The Council conducted an analysis of strengths, weaknesses, opportunities and threats facing child care and the child care system. This was followed by performing, and documenting results of a needs assessment in *Calaveras Child Care Needs Assessment Report, March 1999*. Once these activities were completed the Council began development of the strategic plan document.

The chronology and summary of strategic plan meetings follows. Some of the meetings were a combination of Council business meetings and strategic planning. The chronology depicts only those activities and work done toward completing the strategic plan during a meeting, and not necessarily the entire meeting agenda.

November 1999	The former SWOT analysis was viewed and new issues were added in a quick brainstorm session. These new issues along with the major findings of the Needs Assessment became a framework for the countywide plan. These were: 1) Child care workforce crisis; 2) Infant care shortage; 3) Extensive use of unlicensed caregivers; 4) Impacts of welfare reform; 5) Affordability; 6) Grandparenting; 7) Transportation/geographic diversity.
February 2000	During this facilitated strategic planning session a new CCCC mission statement was developed and strategies were drafted. At this session there was a lot of discussion regarding the CCCC role as a planning entity opposed to actually implementing programs. It was agreed that the responsibility of the CCCC was to have knowledge of available programs and to disseminate this information, but not to take an active role in planning them.
May 2000	The council felt that before they could proceed with the strategic plan, there needed to be a unified understanding of the definition of “quality child care.” The CCCC determined that quality is not defined by words in a paragraph; instead, there are specific indicators of quality programs.
July 2000	The group continues to work on the strategic plan during regular scheduled meeting. Resources available and resources needed were topics discussed.
September 2000	The CCCC worked on “Affordability” with a lot of good participation and discussion. Members were asked to come prepared to discuss “Identify Special Needs in Child Care,” next month.
November 2000	The CCCC worked on pulling the strategic plan together. The mission statement was revised again, work started on guiding principles, and the question was asked: “Who is the audience of this plan” as well as, do we include contract requirements? An Ad-hoc committee formulated “guiding principles” to take back to the next meeting for approval. During the November meeting the coordinator asked the CCCC to consider the assistance of a professional consultant to help fine-tune the plan.
December 2000	The CCCC approved the assistance of a professional consultant for the strategic plan.

- February 2001 The CCCC reviewed and approved the remaining steps necessary for completing the strategic plan, including the proposed process and timeline. They reviewed and revised draft goals and objectives for increased clarity and specificity; and identified stakeholders to involve in the remaining planning process, and specific means of engagement.
- March 2001 The CCCC affirmed 5-year goals, short-term objectives and outcome measurements. They prioritized objectives and strategies to focus on for the first 12-month period of the strategic plan; and they discussed the evaluation process, including types of data to be used, frequency of review(s), and what will be done as a result of the evaluation process.
- April 2001 The CCCC met via conference call and affirmed implementation tasks for first 12-month period. Timelines and accountability were assigned. The Council discussed and continued work on the partnership matrix.
- April 2001 The CCCC reviewed drafts of the Strategic and Implementation Plans, making minor changes and further refinements to four of the objectives, assigning specific leadership responsibilities to the first year's Implementation plan. The group approved both plans with noted changes. Members finalized the process presenting the plan to the Calaveras County Office of Educations and the County Board of Supervisors, and for conducting the required public hearing, followed by formal plan adoption by the Council. All activities are anticipated to be complete by May 15, 2001.

C. Resources

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

Resource

1999 Portfolio Child Care Resource and Referral
Calaveras Child Care Needs Assessment Report, March 1999
Calaveras Children & Families Commission Strategic Plan
Calaveras HRC/Child Care Resources
California Association for the Education of Young Children
California Child Care Resource & Referral Network
California Children and Families Association
California Department of Education
California School Age Consortium
California State Children & Families Commission
Care About Quality Campaign
Child Development Policy Advisory Committee
Child Development Training Consortium
Family Resource Network
National Association for the Education of Young Children
National Head Start Association
On the Capitol Doorstep

Contact

<http://www.rnetwork.org>
www.goldrush.net/~calavccr/cccc.html
(209) 754-6460
(209) 754-1028
www.caeyc.org
<http://www.rnetwork.org>
www.ccafa.org
www.cde.ca.gov
<http://www.calsac.org/linksand.htm>
<http://ccfc.ca.gov/stateinfo.htm>
<http://www.careaboutquality.org>
<http://www.cdpac.ca.gov>
<http://www.childdevelopment.org>
(800) 847-3030
www.naeyc.org
<http://www.nhsa.org>
<http://www.tomatoweb.com/capdoor>

D. Glossary of Terms

ABBREVIATION

EXPLANATION

CAEYC	CALIFORNIA ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN
CCIP	CHILD CARE INITIATIVE PROJECT
CCL	COMMUNITY CARE LICENSING
CDE	CALIFORNIA DEPARTMENT EDUCATION
CCOE	CALAVERAS COUNTY OFFICE OF EDUCATION
CCCC	CALAVERAS CHILD CARE COUNCIL
CCDBG	CHILD CARE AND DEVELOPMENT BLOCK GRANT
DSS	DEPARTMENT OF SOCIAL SERVICES
FCCH	FAMILY CHILD CARE HOME
LCCPC	LOCAL CHILD CARE PLANNING COUNCIL
NAEYC	NATIONAL ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN
PITC	PROGRAM FOR INFANT/TODDLER CAREGIVERS
R & R	RESOURCE AND REFERRAL
SEI	SOCIAL ENTREPRENEURS INCORPORATED
SELPA	SPECIAL EDUCATION

AB 212

Assembly Bill No. 212
Chapter 547

AB212, Aroner. Child care and development.

This bill would require 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 C.A.R.E.S (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 C.A.R.E.S. 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. Even though the state program has somewhat changed, many counties are hoping to leverage funds from local and state levels to implement a C.A.R.E.S type program.