

**San Diego County  
Child Care and Development  
Planning Council**

**Five Year Strategic Plan  
Putting the Pieces Together**

**2001 – 2006**



**For more information on the activities of the Planning Council,  
please contact the Planning Council Staff at (619) 515-6906 or  
visit our website at [www.ymcacrs.org/council](http://www.ymcacrs.org/council)**



**San Diego County  
Child Care and Development Planning Council  
Five Year Strategic Plan  
2001 – 2006**

Funded by the California Department of Education, Child Development Division, through a contract with the San Diego County Health and Human Services Agency. A project of the San Diego County Child Care and Development Planning Council.



# APPENDIX C

(continued)

## Alternates

(continued)

Kathy Martin  
City Tree Christian School

Gene Merlino  
ECS Head Start  
*Co-Chair Needs Assessment*

Karen Reed  
Neighborhood House Association

Patricia Salgado  
Montgomery Adult School

Lola Sherman  
ECS Head Start

Donna Shetula  
Consumer

Mara Madrigal Weiss  
Rayo de Esperanza Family Resource Center

## Coordinator

Jigna Babla

San Diego County  
**Child Care and Development  
Planning Council**

**Five Year Strategic Plan  
Putting the Pieces Together**

**2001 – 2006**

**For more information on the activities of the Planning Council,  
please contact the Planning Council Staff at (619) 515-6906 or  
visit our website at [www.ymcacrs.org/council](http://www.ymcacrs.org/council)**

# APPENDIX C

(continued)

## Members

(continued)

Lois Pastore  
San Diego County Office of Education

Sherry Paul  
County Child Care Administrator

Lily Phaymany  
Union of Pan Asian Communities

Nancy Pratt  
Consumer  
*Co-Chair Education Quality Committee*

Laura G. Rivera  
Consumer

Kathlyn Roberts  
Poway Unified School District

Alma Romero  
Hispanic Child Care Association

Leticia Ruiz  
Consumer

David Scahill  
Lakeshore Learning Materials

Sylvia Selverston  
SAY San Diego  
*Planning Council Chair*

Karen Shelby  
YMCA Childcare Resource Service  
*Co-Chair Needs Assessment Committee*

Michelle Soltero  
West Ed  
*Chair Public Relations and Outreach Committee*

Terry Sutton  
Community Care Licensing

Charlene Tressler  
Child Development Associates  
*Chair Prop 10 Subcommittee*

Rebeca Valdiva  
Beginning Together  
*Co-Chair Infant Toddler Capacity Committee*

Panzy Wade  
Neighborhood House Association  
*Co-Chair Public Policy Committee*

## Alternates

Kelly Brainard  
Consumer

Joyce Clark  
Consumer  
*Co-Chair Special Needs Committee*

Carolyn Collins  
St. Clares Home

Jolie Herwick  
Child Development Associates



# APPENDIX C

# Table of Contents

## SAN DIEGO COUNTY CHILD CARE AND DEVELOPMENT PLANNING COUNCIL

### Members

Erendira Abel Chicano Federation <i>Chair Resource Allocation and Development Committee</i>	Rebecca Kirkpatrick Consumer
Carol Berridge San Diego Unified School District	Robin Layton Educational Enrichment Systems <i>Chair Budget Committee</i>
Jim Bumiller Happy Time Education Center, Inc.	Dana Lovelace Community Care Licensing <i>Co-Chair Education Quality Committee Chair Child Care Opportunities for Foster Children Committee</i>
Lisa Caso Children's Home Society	Debbie Macdonald YMCA Childcare Resource Service <i>Planning Council Vice Chair Chair Centralized Eligibility List Committee</i>
Mary Chavez USMC MCB Camp Pendleton	James Marcelino City of Chula Vista Child Care Coordinator
Barbara Chernofsky Grossmont College <i>Chair Membership Committee</i>	Nan Mitchell Ecumenical Council of San Diego County
Wendy Craig Consumer <i>Co-Chair Public Policy Committee</i>	Ellen Montanari Consumer <i>Co-Chair Special Needs Committee</i>
Geneva Fitzsimmons Pauma Band of Mission Indians	Rosa Ortiz Consumer
Ellen Flanagan San Diego County Family Child Care Association	Barrie Kuratomi Owens Human Services Consultant <i>Planning Council Vice Chair Chair Community Advisory Group</i>
Dottie Ingalls Health & Human Services Agency	
Robert Johnson City of Oceanside Child Care Coordinator	

I.	Vision and Mission Statement .....	1
II.	Background .....	1
III.	Development of the Strategic Plan .....	2
IV.	Overview of the Strategic Plan .....	3
V.	The Detailed Five Year Plan: Putting the Pieces Together .....	4 - 10
VI.	Appendices	
	A.	Stakeholders in Child Care .....
		11
	B.	Accomplishments of the Planning Council .....
		12 - 13
	C.	Planning Council Members .....
		14 - 16



## APPENDIX B

(continued)

- A Child Care Center Directors Workshop was held in November. The event was sponsored by the Education Quality Committee. The Workshop provided information on child abuse reporting, dealing with challenging behavior, school readiness activities, updates on licensing issues, Proposition 10, and legislation.
- Three Planning Council members serve on the local Proposition 10 Technical and Professional Advisory Committee (TPAC), participating in Proposition 10 planning.
- A directory of child care studies conducted in San Diego County over the last 5 years was completed and will be put on the Planning Council web site for convenient access by the public.
- A survey of the wages and benefits offered to Child Care providers was initiated through the Social and Behavioral Research Institute at California State University, San Marcos and will be completed by June 2002.
- A committee was formed to address issues related to child care for foster children. Information on child care subsidies and the value of early care and education for foster children was disseminated to foster parents and social workers.
- A membership committee was formed to enhance the recruitment of a diverse membership and plan for support and retention of members.

# APPENDIX B

## SAN DIEGO COUNTY CHILD CARE AND DEVELOPMENT PLANNING COUNCIL ACCOMPLISHMENTS FOR THE YEAR 2001

- Priorities by zip code were revised and updated for use by California Department of Education in the allocation of General Child Care and State Preschool funding. A public hearing resulted in community input for the final priorities. The County Board of Supervisors and the County Office of Education approved the priorities.
- An Environmental Scan of San Diego County was completed in preparation for the Strategic Plan development.
- The Child Care and Development Planning Council's Strategic Five Year Plan was finalized. It was presented to stakeholders in the child care community along with questions encouraging a dialogue about the plan and seeking participation of community members.
- The Planning Council worked with the Prop 10 Commission to develop and implement a CARES stipend program for San Diego. The CARES stipend funding of \$7 million which included state and local Prop 10 funding is available to provide interested child care providers with stipends for taking college level early education classes and remaining as a care provider in the same program for 18 months.
- The Centralized Eligibility List (CEL) received \$54,000 in one-time funding from the Health and Human Services Agency CalWORK's Incentive Funds to expand system access to new partner organizations. Participating agencies representing 64% of total child care subsidies have signed CEL cooperative agreements and committed on-going financial support. The CEL Committee also produced and distributed a bilingual bookmark with information for parents on how to access the Centralized Eligibility List.
- An annual meeting with state legislators and their staff was held, to provide information on important developments in child care and their link to upcoming legislation. Topics of discussion included the need to maintain child care funding despite the energy crisis, and the need for increasing the availability of child care.
- An overview of the Geographical Information System (GIS) was presented by the County Health and Human Services Agency to the Needs Assessment committee demonstrating how technology can facilitate the work of the Planning Council. A data matrix using the GIS database to guide the needs assessment process was initiated
- The Education Quality Committee worked with Dr. Richard Serpe, PhD., to report the findings of the Parent Satisfaction Survey. The survey results were presented to the Planning Council.



## Vision

Every family in San Diego County has access to quality, affordable child care and child development services.

## Mission

As a community collaborator, the San Diego County Child Care and Development Planning Council plans, advises and strengthens child care and development services.

## Background

Since 1991, the San Diego County Child Care and Development Planning Council has been engaged in coordinating efforts to improve both quality and capacity of child care services.

In 1991, the United States Congress established a federal Child Care and Development Block Grant (CCDBG) through which each state was allocated funds to assist low-income families in obtaining child care services. The California Legislature then mandated that each county establish a local Child Care Planning Council to identify priorities for use of CCDBG funds based on the needs of families.

Members of the Child Care and Development Planning Council are appointed by the San Diego County Board of Supervisors and the County Office of Education. The Planning Council is mandated to assess San Diego County Child Care needs and to develop plans to address those needs.

As a part of State statutory requirements, the Planning Council has been directed to complete a countywide five-year strategic plan for child care and development services in San Diego County. The planning process is designed to mobilize public and private resources, to identify needs, and to encourage public comment.

On May 16, 2000, the San Diego County Board of Supervisors approved the Planning Council's updated list of priorities for child care in San Diego County. These priorities identified the need to attract, retain, and increase training for child care providers to promote continuity and quality child care. Improved accessibility and affordability are also necessary to match the demand for child care by age group and capacity. These priorities have been used as a foundation for the county-wide Strategic Plan for Child Care and Development Services. The Child Care and Development Planning Council approved this document in draft in May 2001.

The Planning Council held public hearings in 2001- 2002 so San Diego County citizens could provide input to the plan. These public hearings have resulted in support for the plan from the primary stakeholders in child care. Additional public hearings are planned annually and will be used to update the plan to reflect the changing needs of the community.

# Developing the Strategic Plan

## Establishing Goals and Objectives of the Plan

The Planning Council identified the goals and objectives of the Strategic Plan, using four priorities:

- Affordability
- Accessibility
- Quality of Child Care
- Community involvement in child care issues.

The goals of the plan are long term and are based on strategic priorities. The objectives of the plan have measurable results. Evaluation of the results will be built into every component and summarized annually in the update process.

### **Input to the Plan**

Before the Strategic Plan was formally approved by the County Board of Supervisors and the County Office of Education, the Planning Council wanted public comment from across the county. Primary Stakeholders were identified. A comprehensive Stakeholders list is cited in Appendix A. Public hearings were held, and Stakeholders were asked the following questions:

1. As a Stakeholder, what is your primary interest in child care?
2. Do you have any concerns or questions regarding San Diego County's Strategic Plan?
3. What can you or your organization do to assist the Child Care and Development Planning Council in meeting the goals of the Strategic Plan?
4. Of the goals and action steps listed in the Strategic Plan, what do you see as priorities for implementation?



### **Annual Review and Update**

- The Strategic Plan is intended to be a working document for a five-year forward window (2001-2006).
- Annual review of the plan will allow the plan to be updated based on changes in need or environment.
- Longer range goals may require collaboration with partner organizations.
- Relationship mapping will be completed as part of the plan strategies.

# APPENDIX A

## STAKEHOLDERS IN CHILD CARE

- Parents
- Regional Center
- Office of Education
- Proposition 10 Commission
- Providers
- Foster Care
- Child Development Students
- Child Development Training Consortium
- Child Care Training Collaborative
- San Diego County Program Quality Consortium
- Community Care Licensing
- Higher Education
- Accreditation Groups (CAEYC and SDAEYC)
- Criminal Justice
- Probation
- City Manager
- Health and Human Services Agency Regional General Managers
- Military
- Employers
- School Districts (Administration)
- Business
- Pediatricians
- Chambers of Commerce
- Criminal Justice
- Hospitals
- Service Group
- Transportation
- County Child Care Administrator
- Regional Resource Center
- Other Child Care Advocates
- County Board of Supervisors
- SANDAG
- Legislative Delegation
- Cities
- Media
- Migrants
- Faith Community
- Tribal Groups

4. Support Planning Council committees and disseminate information about the Council's work through publicized activities and events, such as: developing brochures for informational purposes, attending community events to promote the council, assisting the development of Public Service Announcements, and promoting public hearings.
5. Develop marketing strategies to improve Planning Council visibility.
6. Evaluate opportunities for media support on key policy issues.
7. Actively seek collaborations that would enhance funding for child care and communicate information about these calculations to child care providers and others in the profession.
8. Serve as a resource to any person or group receiving Prop 10 funding for child care and development services.



# Overview of the Five Year Strategic Plan

## Priorities and Outcome Goals

### **Improve Affordability of Child Care**

1. Increase child care subsidies to secure quality care for the working poor of San Diego County.

### **Improve Accessibility to Child Care**

1. Increase child care capacity for underserved populations such as infants and toddlers, children with special needs, rural, urban, linguistic and cultural differences, refugee, school age, children of teenage parents, tribal, migrant, and foster parents.
2. Raise awareness in all 18 San Diego County cities regarding the importance of Child Care.

### **Improve the Quality of Child Care**

1. Attract and retain child care provider staff and reduce turnover rates.
2. Increase the expertise of child care provider staff provided by encouraging professional development through classes in child development for both licensed and license exempt child care providers.
3. Increase parental awareness of child development and quality child care.
4. Plan for school readiness for preschool children.

### **Encourage Community Involvement in Issues surrounding Child Care**

1. Encourage collaborations among child development professionals and community organizations by establishing links with cities, businesses, non-profit organizations, etc.
2. Promote inclusion of child care concerns in regional transportation planning.



# Five Year Strategic Plan

## Putting the Pieces Together

### Priority 1: Improve the Affordability of Child Care

#### Goal 1: Increase child care subsidies to secure quality care for the working poor of San Diego County.

**Objective 1:** Increase current funding for subsidized child care services in San Diego County by 25% over the next five years.

##### Action Steps:

1. Educate community and child care advocates to promote legislation and funding for Welfare to Work and working poor.
2. Educate elected officials representing San Diego County at the County, State and Federal level by holding an annual legislative event on the value of quality child care and early education.
3. Conduct letter-writing campaign to educate elected officials about the lack of funding for the general working poor.
4. Support the Regional Resource Center, which will identify funding opportunities and provide training for new agencies.
5. Identify opportunities to maximize current child care resources for children and families.
6. Provide current data on supply and demand.

**Objective 2:** Advocate for adequate State reimbursement rates.

##### Action Steps:

1. Educate community and advocates for child care to promote legislation for adequate reimbursement rates.
2. Educate elected officials representing San Diego County at the County, State and Federal level by holding an annual legislative event on the value of quality child care and early education.
3. Conduct letter-writing campaign to educate elected officials about reimbursement rates.
4. Document need for differential rates for infant and toddlers through preparation of a white paper on the cost of infant and toddler care.

**Objective 3:** Identify Planning Council representatives to provide input on child care to Health and Human Services Agency Regional Plans.

##### Action Steps:

1. Work with Health and Human Services Agency Regional Offices to identify regional child care needs and possible resources.



8. Develop data from Parent Satisfaction Survey to use in creating audience-appropriate information.
9. Evaluate collaborative opportunities with parent education groups.

#### Goal 4: Plan for school readiness

**Objective 1:** Participate in the development of a plan for school readiness for all child care providers.

##### Action Steps:

1. Foster a dialogue to develop a county-wide consensus to influence State policy decisions regarding school readiness and ensure that the state plan for school readiness reflects the needs of San Diego County.
2. Continue the dialogue to modify the county-wide consensus to incorporate the final State guidelines.

**Objective 2:** Support implementation of the plan for school readiness by all child care providers.

##### Action Steps:

1. Support the development of an implementation plan for school readiness in San Diego County.
2. Ensure that training is available for all child care providers in school readiness.

### Priority 4: Community Involvement

#### Goal 1: Encourage close collaboration across the child development profession and across the community to maximize services to children and their families.

**Objective 1:** Establish linkages with cities, chambers of commerce, major employers and business organizations, universities and colleges, hospitals, military, SANDAG, service groups, media, etc.

##### Action Steps:

1. Identify and address 10 common issues and concerns.
2. Promote participation in Planning Council activities and State Budget Policy Workshops by other organizations.
3. Provide information to Planning Council meeting attendees about the process of bills through the legislature.



## **Goal 2: Increase the expertise of all child care providers and staff.**

**Objective 1:** Within 5 years, 75% of child care providers and staff will have participated in professional development activities to expand their competence and skill in the provision of early education services.

### **Action Steps:**

1. Ensure that information and support on health and behavioral health is available to all providers of child care.
2. Work with Child Care Training Collaborative to collect and analyze training participation data for use in program development and outreach.
3. Work with Community Care Licensing to develop a Technical Assistance Program for licensed family child care providers.
4. Develop a Question & Answer sheet from previous year's teacher/staff licensing workshops for distribution to child care and early education programs and staff.
5. Partner with higher education to offer classes to improve management skill and agency infrastructure capabilities.
6. Support diversity training for all professionals in child care field.
7. Promote State and National accreditation for all licensed providers.
8. Search out scholarship support.

**Objective 2:** Increase participation in child development training of non-licensed child care providers by 10%.

### **Action Steps:**

1. Work with Child Care Training Collaborative to collect and analyze training participation data for use in program development and outreach.
2. Work with Community Care Licensing to develop an improved orientation program for licensed family child care providers.
3. Establish a baseline of licensed-exempt provider training.
4. Seek and develop opportunities to include non-licensed providers in child care training.
5. Search out scholarship support.

## **Goal 3: Increase parental awareness of child development and its relationship to quality child care.**

**Objective 1:** Develop 10 strategies to provide child care and child development information to all parents.

### **Action Steps:**

1. Identify and establish working relationships with at least 10 parent groups in the next 5 years.
2. Solicit participation at Council meetings by representatives of parent groups.
3. Evaluate collaborative opportunities with parent education groups.
4. Provide materials to parents on how to bring issues to local legislators at the Day in the Park and the Parent Expo.
5. Develop a parent advocacy section for the YMCA/CRS web page.
6. Partner with other funded sources to create education programs for parents on the value of licensing standards and other indicators of quality education.
7. Disseminate this information to parent groups.

**Objective 4:** Increase current funding for quality promoting collateral services for child care by 10% over 5 years.

### **Action Steps:**

1. Educate elected officials representing San Diego County at the County, State and Federal level by holding an annual legislative event on the value of quality child care and early education.
2. Search out available funding opportunities and communicate to community partners.
3. Actively look for collaborations that would expand funding for child care and early education.
4. Support the Regional Resource Center, which will identify funding opportunities and provide training for new agencies.
5. Identify opportunities to maximize current child care resources for children and families.

## **Priority 2: Improve Accessibility to Child Care**

### **Goal 1: Increase child care capacity for underserved populations.**

**Objective 1:** Increase infant and toddler capacity by 20% over next 5 years.

### **Action Steps:**

1. Support all high quality child care and child development capacity-building efforts.
2. Increase public awareness of the critical need for infant and toddler care.
3. Determine funding requirements and identify funding opportunities for infant and toddler services.
4. Expand data availability on infant and toddler need and supply.
5. Support legislation that funds community-based child care coordinators.
6. Seek legislation that supports capacity expansion.

**Objective 2:** All 18 cities will make a commitment to child care resource development within next 5 years.

### **Action Steps:**

1. Support efforts by other San Diego County groups that hold City Manager conferences by sending a representative to the conference to provide child care information.
2. Support legislation that funds community-based child care coordinators.
3. Coordinate with Health and Human Services Agency Regional General Managers to develop resources within the County.
4. Work with cities to publicize activities of cities toward child care and development.
5. Identify appropriate senior-level city staff to participate in supporting child care capacity- building.
6. Convene a group of the identified city staff/representatives and provide information on child care needs and the cost of funding those needs.
7. Encourage and facilitate the development of an ongoing work group of city representatives to exchange information on resources to address child care needs.
8. Invite a member of the city work-group to serve on Resource Allocation and Development committee.
9. Update city Needs Assessment. Include city staff input into the Needs Assessment.
10. Facilitate at least one child care event at a city level.

**Objective 3:** Develop and implement five initiatives to maximize utilization of existing resources.

**Action Steps:**

1. Identify existing needs and gaps to which an initiative might be targeted.
2. Select projects and annually evaluate outcomes.
3. Publicize each new initiative and results.
4. Provide data on supply and demand.

**Objective 4:** Increase both subsidized and non-subsidized child care capacity for under-served populations. These include but are not limited to: special needs, refugee, school age, children of teen parents, migrant, and foster parents, rural, urban, plus populations with linguistic/cultural differences.

**Action Steps:**

1. Support all high quality child care and child development capacity-building efforts.
2. Support diversity training for all professionals in child care field.
3. Support expanded funding for children with special needs.
4. Seek legislation which supports capacity expansion.
5. Actively look for collaborations that would bring funding to child care (e.g. justice, child abuse prevention, alcohol and drug funding).
6. Provide data on supply and demand and determine target populations.

**Objective 5:** Increase child care capacity for specialized types of care including urgent care, nontraditional hours, and after-school care.

**Action Steps:**

1. Support all high quality child care and child development capacity-building efforts.
2. Seek legislation that supports capacity expansion.
3. Actively look for collaborations that would bring funding to child care (e.g. justice, child abuse prevention, alcohol & drug funding).
4. Provide data on supply and demand and determine target populations.

**Objective 6:** Evaluate uneven distribution and/or utilization of child care services and subsidized funding.

**Action Steps:**

1. Develop a report illustrating the distribution of funding and resources based on demographics and socio-economics.

**Objective 7:** Expand capacity for quality child care in rural and urban fringe, including tribal communities.

**Action Steps:**

1. Support all high quality child care and child development capacity-building efforts.
2. Seek legislation that supports capacity expansion.
3. Provide data on supply and demand and determine target populations.



**Objective 8:** Increase access to community-based early education and care for children with special needs.

**Action Steps:**

1. Support all high quality child care and child development capacity building efforts for all children.
2. Support expanded funding for children with special needs.
3. Provide data on supply and demand for special populations.

## Priority 3 Improve the Quality of Child Care

### Goal 1: Attract and retain child care providers and staff.

**Objective 1:** Improve retention of qualified child care providers by reducing the turnover rate by 10-15% over five years.

**Action Steps:**

1. Establish a baseline for child care provider turnover rate.
2. Implement a child care provider compensation and retention program using AB212 and Prop 10(CARES) funding.
3. Support continued funding for the CARES model.
4. Partner with higher education to offer classes that meet the needs of child care providers.
5. Promote access to health, retirement, and other benefits for child care and early education providers.
6. Support legislation that addresses adequate compensation and benefits for child care providers.
7. Evaluate educational opportunities to support retention.
8. Conduct and update wage and benefit survey including turnover information.
9. Complete economic impact report, including vacancy rate study.
10. Improve coordination with other child care advocates.
11. Meet with our local legislative delegates and educate them on child care and early education issues.
12. Monitor child care staffing issues and evaluate annually.

**Objective 2:** Increase by 10-15% over five years the entry of trained staff into the child care profession.

**Action Steps:**

1. Develop five(5) initiatives that promote entry of trained staff into the child care profession.
2. Evaluate educational opportunities to support retention.
3. Support legislation that addresses adequate compensation and benefits for child care providers.
4. Inform child development students about CARES guidelines and participation opportunities.
5. Meet with local legislative delegates and educate them on child care and early education issues.