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Letter from the LPC Chairperson

The Fresno County Child Care & Development Local Planning Council (LPC) is committed to identify and meet the needs of Fresno County’s children and families. Through collaboration and strong partnerships with many local and state agencies, the 30 enthusiastic members volunteer their time and energy to improve the Early Care and Education (ECE) community for children ages 0-13.

The LPC will address, adapt and evolve to meet the needs of the County. To ensure that the LPC is addressing the many far-reaching needs of the County’s children, we dedicate time and effort toward projects such as:

- **Understanding Needs and Impact**—identify and recommend early learning and child care needs by zip code to local and State funders and collaborators; understand the impact of local efforts.
- **Workforce Development**—strive to understand and meet the needs of the ECE workforce to ensure quality learning experiences for Fresno’s children and families.
- **Advocacy and Outreach**—ensure that local and State decision makers and consumers understand the importance of quality early learning experiences and other relevant advocacy needs as they are identified.

I want to welcome and inspire you to support the LPC’s mission statement in your daily life, “The Fresno County Child Care Local Planning Council is a forum which supports planning and action countywide to promote a quality child care system that meets the needs of all children and families of Fresno County.” We believe the LPC has made an indelibly positive contribution to the County and will continue to involve, motivate and evolve to improve the lives of young children and their families; thus, improving our County.

Respectfully,

Greg Melton
LPC Chairperson
# Fresno County

## Child Care and Development Local Planning Council Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vivian Aldridge</td>
<td>Chairperson</td>
<td>Fresno County Department of Social Services</td>
</tr>
<tr>
<td>Gayle Duffy</td>
<td>Vice-Chairperson</td>
<td>Children's Services Network</td>
</tr>
<tr>
<td>Michael Alexander</td>
<td>Ex-Officio</td>
<td>United Way of Fresno County, Retired</td>
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<tr>
<td>Conne Cleveland</td>
<td></td>
<td>West Hills Community College</td>
</tr>
<tr>
<td>Carol Smith Davies</td>
<td></td>
<td>Consultant</td>
</tr>
<tr>
<td>Diana Decker</td>
<td></td>
<td>Fresno City College</td>
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<tr>
<td>Hannah Norman</td>
<td>Secretary</td>
<td>First 5 Fresno County</td>
</tr>
<tr>
<td>Mary Beth Miller</td>
<td>Workforce Development Committee Lead</td>
<td>Fresno City College</td>
</tr>
<tr>
<td>Tamala Olsby</td>
<td>Understanding Needs &amp; Impact Committee Lead</td>
<td>EOC Head Start</td>
</tr>
<tr>
<td>Cherella Nicholson</td>
<td>Advocacy Committee Lead</td>
<td>Consultant</td>
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<tr>
<td>Dan Golden</td>
<td></td>
<td>Supportive Services, Inc.</td>
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<tr>
<td>Sloane Golden</td>
<td></td>
<td>Hansel &amp; Gretel</td>
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<tr>
<td>Linda Gleason</td>
<td></td>
<td>The Children’s Movement</td>
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<tr>
<td>Megan Gunn</td>
<td></td>
<td>Fresno County Department of Public Health</td>
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<tr>
<td>Shirley Harris</td>
<td></td>
<td>Jack &amp; Jill’s Educational Center</td>
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<tr>
<td>Lupe Jaime</td>
<td></td>
<td>Fresno County Office of Education</td>
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<tr>
<td>Christina Roup</td>
<td></td>
<td>National Alliance on Mental Illness</td>
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<tr>
<td>Laura Mitchell</td>
<td></td>
<td>Fresno Unified School District</td>
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<tr>
<td>Matilda Soria</td>
<td></td>
<td>Fresno County Office of Education Ex-Officio</td>
</tr>
<tr>
<td>Megan Tupper</td>
<td></td>
<td>Kings Canyon Unified School District</td>
</tr>
<tr>
<td>Al Vital</td>
<td></td>
<td>EduCare Services, Inc.</td>
</tr>
<tr>
<td>Barbara Wons</td>
<td></td>
<td>Reading and Beyond</td>
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## Motto

*Helping children discover their future.*

*Author unknown*
Executive Summary

The Fresno County Child Care and Development Local Planning Council (LPC) was established as a result of the passage of California Legislation, AB1542, and is required to “prepare a comprehensive county-wide Early Care and Education (ECE) plan designed to mobilize public and private resources to address identified needs.” The LPC created this strategic plan to promote a quality child care system that meets the needs of all the children and families of Fresno County.

The plan’s activities are designed to reach the needs of the County’s diverse populations. Among these populations are:

- Families with infants, toddlers, preschoolers, and/or school age children (ages 0-12).
- Low income families – those with incomes at or below 75% of the State Median Income including Cal-WORKS participants.
- Families with Special Needs – children with physical disabilities, learning disabilities, and/or behavioral issues and parents with disabilities.
- Families in crisis – children at risk of abuse, neglect, and/or exploitation.
- Migrant/seasonal working families – those whose primary income comes from the agriculture or fishing industries and may relocate in order to gain or maintain employment.
- Teen parents – a custodial parent 13-19 years of age.
- Families above 75% of the State Median Income.
- Families in need of non-traditional care –“drop-in” care, care during evenings, weekends, etc., and care for children that are mildly ill.
Local Planning Council (LPC) History and Background

The LPC was established in April 1998 as a result of welfare reform legislation AB1542. Half of the appointees to the 30-member council are appointed by the Fresno County Board of Supervisors and half by the Fresno County Superintendent of Schools.

The primary responsibilities of the LPC are to assess child care needs throughout Fresno County and to plan for child care services based on the needs of families. Through collaborative efforts with individuals and organizations interested in positive outcomes for Fresno County’s children and families, the LPC supports the child care infrastructure by coordinating services. The LPC determines local priorities for new state and federal funds and is committed to public and private partnerships. Strong community partnerships allow all participants to share ideas and concerns during the planning process.

Composition of the Local Planning Council

As mandated by California Education Code Section 8499.3, membership of the LPC reflects diversity of interests and expertise with the following categories:

- 20% child care consumers – a parent/guardian who receives, or who has received child care services within the past 36 months.

- 20% child care providers – a person who provides early care and education services and represents the diversity of the types of child care providers in the County.

- 20% community representatives – a person who represents an agency or business that provides private funding for child care services or who advocates for child care services through participation in civic or community-based organizations, but is not a child care provider.

- 20% public agency representatives – a person who represents a city, county or local education agency.

- 20% discretionary appointments – appointed from any of the above categories or outside of these categories at the discretion of the appointing agencies.

Mission Statement

The Fresno County Child Care and Development Local Planning Council is a forum which supports planning and action countywide to promote a quality child care system that meets the needs of all children and families of Fresno County.
LPC Responsibilities

- Conduct an assessment of child care needs at least once every five years.

- Identify local funding priority areas for any new State and Federal funds available for preschool, infant, and school-age services.

- Submit the results of the needs assessment and the local priorities identified to the Fresno County Board of Supervisors and the Fresno County Superintendent of Schools for approval before submitting them to the California Department of Education, Child Development Division (CDE/CDD).

- Prepare a comprehensive countywide child care plan designed to mobilize public and private resources to address identified needs.

- Collaborate with community groups to foster partnerships designed to meet local child care needs.

- Coordinate part-day programs, including state preschool and Head Start, with other child care and development services to provide full-day care.

- Design a system to consolidate local child care waiting lists.

- Collaborate with local First 5 Commission and other entities to carry out child care staff retention initiatives.

In addition, the LPC administers two additional CDE/CDD contracts: The Child Care Salary/Staff Retention and Training Program (AB212) and the California Transitional Kindergarten Stipend Program (CTKS).

**Child Care Salary/Retention Incentive Program (AB212)**

- Through the AB212 Program, the council distributes staff retention incentives to qualified ECE professionals employed under state-subsidized licensed child care agencies.

**California Transitional Kindergarten Stipend Program (CTKS)**

- The CTKS program provides stipends to Transitional Kindergarten (TK) teachers who desire to take courses in ECE to promote their knowledge and skills in serving young children.
Fresno County Demographics and Population

Centrally located, Fresno County is the financial, industrial, trade, and commercial capital of the San Joaquin Valley. Sprawling over 6,017.4 square miles, Fresno County is the sixth largest county in size in California. The geographic sprawl of the county makes transportation a major challenge to access child care programs. The region is rich in heritage, resources, and people, and is home to a diverse mixture of industries, businesses, agencies and public, private and educational institutions. Fresno County is the tenth most populous county in California with an estimated population of 956,967.¹

Figure 1. Map of Fresno County

¹ California Department of Finance, January 2013
Table 1. Children and Child Care in Fresno County

<table>
<thead>
<tr>
<th>Age</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children 0-12</td>
<td>201,185</td>
</tr>
<tr>
<td>Under 2</td>
<td>29,178</td>
</tr>
<tr>
<td>2 years</td>
<td>17,170</td>
</tr>
<tr>
<td>3 years</td>
<td>16,282</td>
</tr>
<tr>
<td>4 years</td>
<td>16,589</td>
</tr>
<tr>
<td>5 years</td>
<td>16,576</td>
</tr>
<tr>
<td>6-12 years</td>
<td>105,390</td>
</tr>
</tbody>
</table>

Language

English Language Learners (ELL) Kindergarten ........................................35%

Table 2. Demand

<table>
<thead>
<tr>
<th>Availability of Licensed Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Children 1-12 with parents in the labor force</td>
</tr>
<tr>
<td>Estimated number of licensed child care slots</td>
</tr>
<tr>
<td>Licensed care available for children with parents in the labor force</td>
</tr>
</tbody>
</table>

Income

Median Household Income in 2012...............................................................34,922
Children 0-5 Living in Poverty* ..............................................................46%

Cost of Licensed Care and Housing

Care for one infant/toddler

Licensed family child care home..............................................................$6,274
Licensed center-based...............................................................................$10,177

Care for one preschooler

Licensed family child care home..............................................................$6,056
Licensed center-based...............................................................................$6,846

Source: 2013 The California Childcare Portfolio
*Statistics are reported in 2012 Census, 2010 CA Child Care Portfolio and www.rnnetwork.org
Changing Landscape in Fresno Child Development Resources

There have been and there continues to be numerous innovative partnerships building across Fresno County to meet the needs of the County’s youngest learners and their families. Additionally, a renewed recognition of the importance of early learning and brain development has afforded many new opportunities for growth, collaboration and collective impact. A number of examples are provided here.

* Through the *Birth through Third Grade Challenge Grant* Central Unified, Firebaugh-Las Deltas, Fowler Unified, Fresno Unified, and Kings Canyon Unified have completed plans for increasing the percentage of third grade students reading at or above proficiency in English Language Arts. Superintendents and principals have received intense training in areas such as brain research, the importance of a healthy pregnancy, research-based early learning programs, and parent engagement. Each district’s plan includes an emphasis on providing resources that enrich the early childhood years. An added component of this work is a “Policy Cabinet,” which includes leaders from head agencies in the county who have the opportunity to impact children and families in a dramatic way. This Policy Cabinet consists of Superintendents, EOC/Head Start, Housing Authority, and the District Attorney’s Office.

* The Cradle2Career Partnership, or C2C (formerly known as Fresno area STRIVE), and The Children’s Movement are great examples of collaborative, cross-sector partnerships, which seek to unite common providers around shared issues, goals, measurements and results, and then actively support and strengthen strategies that are successful. Nine districts are actively participating in C2C and are working toward designing common indicators. The data they have gathered has provided each community with the information needed to target the County’s most vulnerable children. The Kindergarten Student Entrance Profile (KSEP) has already been implemented which allows us to understand that currently only 38% of Fresno’s children are entering kindergarten ready to learn. The Children’s Movement has been the birthplace of several innovative and collaborative work products with areas of emphasis that focus on attendance, summer learning and early literacy.

* The David and Lucile Packard Foundation has provided Fresno County and two other California regions (Oakland and Santa Clara) funding and support to implement the Foundation’s 10-year Starting Smart and Strong Initiative which will focus on the child’s first five years of life in an effort to increase kindergarten readiness and build adult-child interactions. The focus of the work will be to understand how best to build an early learning system in the county through improved practices and a collaboration of professionals (e.g., early care and education, health care, etc.) parents and extended family members, and public and private systems (e.g., school districts, health care, community organizations, etc.).

* Funding for state-subsidized child development programs was drastically reduced from 2008 to 2012, income eligibility was lowered and other funds were eliminated. However, some funding has been restored, including funds for full- and part-day State Preschool programs. Agencies throughout the state (including Fresno County) received restoration funding effective October 1, 2014.

* First 5 Fresno County has built a multi-purpose, model facility designed to provide comprehensive programs and services to children, families and early childhood professionals in the heart of Downtown Fresno called the “Lighthouse for Children”. This facility features a high-quality child development center (designed to meet QRIS and NAEYC accreditation standards), an outdoor natural playground, a community and family learning center, leasing space for other community partners, and the First 5 Fresno County administrative offices. Operated by the Fresno County Office of Education, the child development demonstration site will be licensed for approximately 90 total infant, toddler, and preschool age children and utilizes a blended funding model including state subsidized child care and preschool, and private pay funding as available. The center aims to bridge families to the greater service system through activity-based services, resource, referral and advocacy.
Five-Year Goals

The Fresno County LPC has developed a comprehensive, countywide, early care and education strategic plan – a road map to be embraced not only by the LPC, but by any Fresno County agency, organization or community group interested in improving the child care delivery system. The LPC recognizes the need for a wide range of early care and education (ECE) options for parents and strives to improve the quality of care in all settings.

The strategic plan was the result of all members participating in the identification, development and alignment of three primary categories: Outreach and Advocacy, Understanding Needs & Impact and Workforce Development. These categories resulted in the development of four key goals.

The LPC will:

1. Take an active role in educating Fresno County policy-makers and the community at large about the specific needs of our ECE community to ensure that children start school ready to learn.

2. Engage traditional and non-traditional stakeholders to promote high standards and create successful collaborations in the ECE system throughout Fresno County.

3. Build an integrated and aligned professional development system to ensure that ECE staff is well-trained to meet the demands required by our young children and families.

4. Build a system for collection and reporting of data that allows us to make informed decisions about resource allocation and their impact on our children and families.

For each goal, several objectives and strategies have been identified. Thoughtful consideration was given to many additional strategies which will only be accomplished if funding, whether state, federal or local, is made available. Further, some strategies are already in progress and may only need enhancement.

The LPC believes that the key to achieving the goals set forth in this document is effective partnerships. Each partner brings unique expertise and resources to address the issues.
## ACTION PLAN
### Area A: OUTREACH AND ADVOCACY

<table>
<thead>
<tr>
<th>GOALS</th>
<th>ACTIONS</th>
<th>IMPACT</th>
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</table>
| A-1: Develop and implement a public policy agenda | The public policy agenda can be used for community and legislative members to inform them of what is important to Fresno’s ECE community:  
**Year 1:** Understand our local needs (e.g., how many children and families are still in need of ECE services and where? What is needed to ensure we have quality programs? What is the average wage of our workforce?); use LPC task teams to inform the agenda as well as community input and involvement with similar organizations; support private center care, Head Start; family home care, faith based, state programs and unlicensed care; develop public policy agenda.  
**Years 2-5:** Review and revise the public policy agenda annually; use to inform local and statewide community and legislative members. | • Increase wages for Fresno preschool teachers to more closely match K-12 with similar educational experiences  
• Increase network of cross-sector partnerships  
• Positive impact in at least one policy agenda area |
| A-2: Host an annual legislative summit | Local legislators need to be constantly apprised of advocacy needs. An annual summit will provide the opportunity to bring policymakers together to educate and inform:  
**Year 1:** Visit similar events to learn protocols; plan for Year 2.  
**Year 2:** Implement first Summit.  
**Years 3-5:** Replicate and improve. | • Annual increase of local legislators who attend Summit  
• Annual presentation to local Board of Supervisors |
| A-3: Coordinate a community-wide campaign to keep the benefit of quality ECE programs in the forefront | It will be important to “get the message out” about the importance of quality ECE and our specific needs. This can be done by leveraging already existing modes of communication:  
• Newsletters of community members and local legislators.  
• Social Media. | • Increase number of children who attend quality preschool  
• Increase in community awareness of benefits of quality ECE |
**ACTION PLAN**

**Area B: Understanding Needs and Impact**

*Bolded and italicized items are State mandates*

<table>
<thead>
<tr>
<th>GOALS</th>
<th>ACTIONS</th>
<th>IMPACT</th>
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</table>
| B-1: Accurately identify the priority areas for quality ECE experiences for children and families by collecting and reporting timely and accurate data | 1. Convene a cross-sector task team to review the background, history and potential for reinstituting the Centralized Eligibility List (CEL).  
2. Convene a group of local ECE stakeholders and 0 to 5 data collectors to create a plan for collecting and reporting data to understand local needs and better allocate resources.  

**Year 1:** Collect information and create recommendations.  
**Year 2-5:** Implement recommendations. | • All Fresno County children have the opportunity to experience quality preschool  
• Increase the number of students who enter school ready to learn as measured by KSEP  
• LPC **Annual Priorities** reflect the actual child care needs of Fresno families  
• LPC **Needs Assessment** provides more in-depth information that aides funders in determining the best areas to allocate resources and the impact of those resources |
| B-2: Develop a county-wide system to track ASQs/Early Detection and Intervention of Children with Special Needs | Convene a group to make decisions about a central data collection system to determine how many children receive an ASQ, how many of those students need a referral for further assessment, how many of those children get an assessment and how many of the children assessed need/get services. | • Children who receive a score in the “monitoring” or “black” zone will be referred for an assessment  
• Students who need services for special needs will receive them  
• 0-5 students with IEPs/IFSPs will transition smoothly into the school district with adequate supports  
• More students with IEPs/IFSPs will enter kindergarten ready to learn as measured by KSEP |
| B-3: Develop a system to clarify the impact and needs of Fresno’s preschool system using the Kindergarten Student Entrance Profile (KSEP) | Utilize the KSEP data and other data sources to understand how preschool students fare as they enter Kindergarten (e.g., are Head Start students prepared? What are the strength areas of a preschool student from private pay preschools? What changes might be necessary in curriculum or teacher training to ensure that preschool students are prepared when they enter school?) Convene a group to make recommendations:  

**Year 1:** Understand and make decisions around considerations that exist in building a system for data review that links preschool to K-12; make recommendations.  

**Years 2-5:** Implement recommendations to ensure that the KSEP data drives actions for the Fresno County preschool system. | • Fresno County districts understand the needs of their incoming Kindergarten students  
• Increase the number of students who enter school ready to learn as measured by KSEP  
• Increase the number of 3rd grade students who read on grade level |
### ACTION PLAN

**Area C: Workforce Development**

**Bolded and italicized items are State mandates**

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<tr>
<th>GOALS</th>
<th>ACTIONS</th>
<th>IMPACT</th>
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| **C-1: Conduct a full needs assessment of ECE leaders and teachers to understand the current and upcoming needs of Fresno’s workforce** | Review training waitlists; interview and survey employers, teachers and family care providers; collect data form local colleges; collect any coaching and/or profile data to understand the current needs of Fresno’s ECE workforce:  
**Year 1:** Understand Fresno’s workforce needs (e.g., What trainings are most popular? Are students attending college/getting degrees? Why/why not? What gaps exist?); make recommendations to community training and PD providers.  
**Year 2-5:** Work with community trainers and local colleges to implement recommendations. | • Increase number of Fresno County teachers who are working toward an AA or BA in ECE  
• Increase the number of students who enter school ready to learn as measured by KSEP  
• Preschool teacher wages more closely match those of K-12 teachers |

| **C-2: Administer the California Transitional Kindergarten Stipend (CTKS) and AB212 and CARES Plus programs** for current TK teachers and CSPP teachers who aspire to increase their ECE knowledge | Convene a group to develop guidelines and a system for ensuring TK teachers and CSPP teachers have an appropriate ECE background:  
**Year 1:** Convene a team and make decisions about guidelines for administration; work with local colleges to increase opportunities for flexible options; make recommendations; inform TK teachers of their opportunities.  
**Years 2-5:** Implement recommendations to administer the CTKS program; continue to serve CSPP. | • TK and preschool teachers will receive coursework and professional development to increase their ECE knowledge  
• Increase the number of students who enter kindergarten ready to learn as measured by KSEP  
• Increase the number of 3rd grade students who read on grade level  
• Teachers will report that the system supported them to increase their professional knowledge |
Closing Statement

This strategic plan is designed to be a flexible working document and will be reviewed by the LPC, as well as other community groups. As the dynamics of society and the state economy continually change, the ECE needs of Fresno County’s families will also change. To maintain a system that is effective, modifications to strategies and action plans will be made to meet the evolving needs of children and families in Fresno County.

Through continued collaborative efforts, an on-going exchange of ideas and the review of recommended policies, this plan will guide Fresno County to the ultimate vision of ensuring that all children have the quality early experiences necessary to provide them with school and life success.
Acknowledgments

The Fresno County Child Care and Development LPC would like to acknowledge the many agencies, organizations, providers and community members throughout Fresno County who contributed to the development of this strategic plan.

Gratitude is extended to:

Jim Yovino, Fresno County Superintendent of Schools, and the members of the Fresno County Board of Supervisors for their ongoing support of the Council’s efforts.

The LPC Executive Board
- Greg Melton, Chairperson
- Gayle Duffy, Vice-Chairperson
- Hannah Norman, Secretary
- Elizabeth Andrade-Stiffler, Outgoing Secretary
- Mary Beth Miller, Workforce Development
- Cherella Nicholson, Advocacy & Outreach
- Tamala Olsby, Understanding Needs & Impact

Matilda Soria, EdD Local Planning Council Coordinator, Fresno County Office of Education, for her effort devoted to the completion of this project.

A special note of appreciation to the Early Care and Education staff person Mary Ann Cusator; Educational Leadership and Development staff person MaryEllen Galvan; and Data and Assessments staff person Amber Jacobo-Roush for their contribution to this process.

The Fresno County Child Care and Development Strategic Plan was created with funding provided by the California Department of Education/Child Development Division. Additional copies of this report may be obtained from the Fresno County Child Care and Development LPC office at (559) 497-3831 or by logging on to www.fcoe.org/lpc.