

# SANTA CRUZ COUNTY MASTER PLAN FOR CHILD CARE AND SCHOOL AGE RECREATION PROGRAMS

## 1998-2003

This document is one section of a published report.  
Please contact the Santa Cruz County  
Local Child Care Planning Council at 831.477.5521  
for the complete document.

Second printing, March 2001

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Design & Production Sheffield Graphics, Ben Lomond, CA

# SANTA CRUZ COUNTY MASTER PLAN FOR CHILD CARE AND SCHOOL AGE RECREATION PROGRAMS

*The five comprehensive principles for the Five Year Master Plan for Child Care and School-age Recreation for Santa Cruz County include identified goals, and implementation strategies for the community for the years, 1998-2002.*

*The five Principles, listed below, guided every aspect of the development of goals, strategies and outcomes for the Master Plan.*

## Principle I

In order to meet the increasing demands for child care and school-age recreation programs, ensure parental choice, and ensure quality environments for children, the community will need to build capacity in critical areas.

## Principle II

It is necessary to assure that all families, including working families and those families transitioning from welfare, have access to affordable child care and recreation programs. In its effort to make child care and recreation programs affordable or free and to provide child care assistance to more families, the community must consider the need to expand assistance for services.

## Principle III

The growing demand for child care assistance will strain the available public funds. In order to build resources to provide assistance to an increasing number of working families and to ensure quality, the community must involve private sector support.

## Principle IV

Many families need other services as well as child care and school-age recreation services. The community must link child care and recreation to transportation, health and mental health services, education, family assistance programs, parent education and support services, libraries, and food programs.

## Principle V

There must be a formal system to plan and evaluate local investments in child care and school-age recreation programs.

# Principle I:

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**In order to meet the increasing demands for child care and school-age recreation programs, ensure parental choice, and ensure quality environments for children, the community will need to build capacity in critical areas.**

## Goal I:

Assess the supply of child care and school age recreation programs.

<b>Implementation Strategies</b>	<b>Outcome   Measure of Success</b>	<b>When</b>	<b>Potential Implementers</b>
Conduct an annual assessment of licensed child care and school-age recreation program supply and vacancies.	Appropriate information is available to policy-makers, Child care planners, child care programs, developers, local jurisdictions, and the LCCPC	Annually	CDRC
Conduct an annual assessment of anticipated child care needs of CalWORKS participants.		Annually	HRA
Develop a status of child care in Santa Cruz County Report, utilizing child care data, needs assessment tools, and local demographics every three years.		Every 3 years	LCCPC CDRC

*Note: The following acronyms are used throughout this document:*

LCCPC	Local Child Care Planning Council
CDRC	Child Development Resource Center
HRA	Human Resources Agency
Cabrillo ECE	Cabrillo College Early Childhood Education Department
COE	County Office of Education
NAEYC	National Association for the Education of Young Children
CDP Consortium	Child Development Programs Consortium
ADA	Americans with Disabilities Act

## Principle I: Cont'd.

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### Goal II:

Maintain and expand the capacity of child care and school-age recreation programs.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Develop a timeline to increase capacity based on actual and projected consumer needs.	Expand prioritized supply needs by 1-5% annually	Annually	LCCPC
b) Utilize on-going data collection for planning and capacity building.	Action plans and outcome objectives developed for each strategy	Annually	LCCPC CDRC
c) Investigate the feasibility of a development intermediary for the child care sector.		Within 2 years	LCCPC Facilities Sub-committee
d) Work with the County of Santa Cruz, fire departments, city planning departments, and Community Care Licensing to alleviate obstacles and barriers related to conflicting or extremely burdensome regulations for child care centers and family child care homes.		Within 2 years	LCCPC Facilities Sub-committee
e) Promote child care options on or near work sites, near transit centers, and park and ride locations.		First year	LCCPC Facilities Sub-committee
f) Work with school districts to explore before and after school care options on all elementary and middle school sites.		First year	LCCPC School Sub-committee School Districts
g) Expand existing and develop new micro-loan programs for maintenance, repair, and expansion of child care and school-age recreation facilities.		Within 2 years	LCCPC Facilities Sub-committee

# Principle I: Cont'd.

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## Goal III:

Ensure the quality and diversity of child care and school-age recreation programs.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Support and promote standards (i.e., NAEYC Accreditation, National Family Child Care Accreditation, etc.) to promote quality care for all children. Provide assistance to programs wanting to become accredited.	Increased number of accredited programs	Ongoing	LCCPC Cabrillo ECE CDRC Professional Organizations
b) Develop a collaborative including Cabrillo College Early Childhood Education program, vocational education programs, regional occupational programs, adult education programs, local recreation departments, UCSC and the Child Development Resource Center to assure the availability of quality training opportunities for child care / school-age recreation professionals. Provide a quarterly calendar of training opportunities in print and on the Internet. Assure trainings are culturally competent and linguistically appropriate.	Collaborative planning activities in place. Possible outcomes to include: appropriate strategies and effective partnerships developed	First year	New Training Collaborative
c) Advocate to increase mentoring and other professional development programs that lead to state-recognized credentials for all categories of child care and school-age recreation services and all service providers.		Within 2 years	New Training Collaborative
d) Implement an outreach campaign to network, support and retain the Early Childhood workforce and the supply of quality child care.		Within 3 years	New Training Collaborative
e) Develop and implement a countywide consumer education program.	Consumer Program up and running	Within 1 year	LCCPC CDRC

## Principle I: Cont'd.

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### Goal III: Cont'd.

Ensure the quality and diversity of child care and school-age recreation programs.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
f) Develop a collaborative which could include the Small Business Development Center, El Pajaro Community Development Corporation, UC Extension and Cabrillo College to provide business development trainings for child care providers.	Potential outcomes to include: documenting baselines, changes in knowledge and behaviors	Within 1 year	New Business Development Collaborative
g) Develop training opportunities and incentive for exempt care providers to become licensed.	Training program and associated activities in place and effectiveness evaluated	Within 2 years	New Business Development Collaborative
h) Implement a countywide effort to support an adequate compensation initiative for child care and recreation staff.	Documented implementation	Within 3 years	New Training Collaborative
i) Develop and continue training incentives for child care providers and recreation leaders.	Documented implementation	Within 1 year	New Training Collaborative
j) Offer traditional and non-traditional training opportunities for existing and potential providers.	Documented implementation	Within 1 year	New Training Collaborative
k) Investigate a system to recruit, train and retain substitutes to work in child care centers, family child care homes and recreation programs.	Documented implementation	Within 3 years	CDRC LCCPC
l) Develop on-line services for child care providers and school-age recreation staff to network and access information and resources.	Documented implementation	Within 2 years	LCCPC CDRC

## Principle II:

**It is necessary to assure that all families, including working families and those families transitioning from welfare, have access to affordable child care and recreation programs. In its effort to make child care and recreation programs affordable or free and to provide child care assistance to more families, the community must consider the need to expand assistance for services.**

### Goal I:

Maintain and maximize ability to capture federal and state child care dollars.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Develop systems to alert the community of state and federal funding opportunities and support mechanisms to promote collaborative approaches.	Increase federal and state child care dollars by 5% annually (activities underway)	On-going	LCCPC CDP Consortium
b) Develop family child care networks for capturing state subsidy opportunities.		Within 3 years	LCCPC Policy Sub-committee
c) Provide technical assistance to new and existing child care programs to access financial supports.		On-going	LCCPC CDRC
d) Advocate for increased local public support for school-age recreation programs.		On-going	LCCPC Policy Sub-committee
e) Promote collaboration between state subsidized child development programs and Head Start programs for wrap around child care services.		On-going	LCCPC Policy Sub-committee



## Principle II: Cont'd.

### Goal II:

Increase family access to child care subsidies and child care tax credits.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Increase public awareness of availability of child care subsidies, Head Start, Migrant Head Start, and child care resource and referral services.	Create baselines and assess changes	Within 1 year	LCCPC Public Engagement Campaign Committee CDRC HRA Parents Association
b) Promote options that allow families equal access to a range of child care and recreation services in their community.		Within 5 years	LCCPC Policy Sub-committee

### Goal III:

Improve access to programs that assist families with special needs.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Provide trainings and incentives for child care and recreation programs regarding the ADA and inclusion of children with special needs.	Develop program and monitor effectiveness	Annually	Training Collaborative
b) Provide resources (additional staff, specialists, facility assistance, etc.) to assist programs with necessary accommodations.		Year five	LCCPC Policy Sub-committee

## Principle III:

**The growing demand for child care assistance will strain the available public funds. In order to build resources to provide assistance to an increasing number of working families and to ensure quality, the community must involve private sector support.**

### Goal I:

Initiate and implement a countywide *Public Engagement Campaign* that will increase business support for child care and school age recreation programs; develop proactive media approaches; create novel ways to involve parents; tap into business services and discarded materials; and utilize current and emerging child development research to educate the community as advocates for social change.

### Business and Corporate

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Work with local Chambers of Commerce to increase local business understanding and support for local child care and recreation programs funding.	Campaign outcomes monitored and measured	On-going	LCCPC Public engagement campaign  LCCPC Subcommittee
b) Continue implementation of child care developer fees and exactions ordinance.		On-going	LCCPC Policy Subcommittee
c) Disseminate information about employer tax credits to create child care and recreation programs and facilities.		Within 1 year	LCCPC Policy Subcommittee
d) Encourage employers to offer time off for employees to be involved with their child care program(s).		Within 3 years	LCCPC Policy Subcommittee
e) Encourage work-site brown bag lunch programs for consumer education regarding child care and other family services.		Within 2 years	LCCPC Policy Subcommittee
f) Develop partnerships for funding the expansion of the child care resource and referral program.		Within 2 years	LCCPC Policy Subcommittee

## Principle III: Cont'd.

### Goal II:

Initiate and implement a countywide *Public Engagement Campaign* that will increase business support for child care and school age recreation programs; develop proactive media approaches; create novel ways to involve parents; tap into business services and discarded materials; and utilize current and emerging child development research to educate the community as advocates for social change.

### Public Involvement

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Develop and implement proactive marketing approaches about the critical role of child care and recreation services in creating a healthy community and laying the foundation for later school success.	Campaign activities monitored and assessed	Within 2 years	LCCPC Public Engagement Campaign Sub-committee
b) Develop a media and consumer education campaign to inform the community regarding the importance of quality infant care, the long term benefits of quality child care, and the need for school-age children to have access to engaging, supervised activities.	Develop baseline and monitor changes	Within 1 year	LCCPC Public Engagement Campaign Sub-committee
c) Establish a clearinghouse for recycled goods and in-kind donations for use in child care and recreation programs.		Within 5 years	LCCPC Project
d) Work with the Children's Network to educate employers, schools, and families about the value of parent involvement at all levels of a child's education, including options for parents who cannot participate in traditional ways.		Within 1 year	LCCPC Public Engagement Campaign Sub-committee Children's Network Education Sub-committee

## Principle III: Cont'd.

### Goal III:

Initiate and implement a countywide *Public Engagement Campaign* that will increase business support for child care and school age recreation programs; develop proactive media approaches; create novel ways to involve parents; tap into business services and discarded materials; and utilize current and emerging child development research to educate the community as advocates for social change.

### Infrastructures

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Encourage local jurisdictions to review General Plans (land use, zoning, etc.) and implement child care and school-age recreation objectives.	Evaluate effectiveness of "purposeful discussions" and implementation of objectives	Within 2 years	LCCPC Policy Sub-committee
b) Explore possible enhancements of existing community infrastructures to support child and family needs.			

### Partnerships

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Initiate public/private partnerships to support the maintenance and expansion of child care and school-age recreation programs.	Partnerships developed and evaluated. Develop baseline and assess changes	Within 3 years	Business community LCCPC Public Engagement Campaign
b) Investigate ways to use public funds to leverage private dollars for financing child care facilities.		Within 1 year	LCCPC Policy Sub-committee
c) Develop a private sector supported scholarship program for child care and recreation programs.		Within 5 years	LCCPC
d) Increase mentoring programs that serve school-age youth.		Within 3 years	LCCPC Public Engagement Campaign
e) Develop public/private partnerships to support services for families and children related to latch key issues.		Within 2 years	LCCPC Public Engagement Campaign

## Principle III: Cont'd.

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### Goal IV:

Initiate and implement a countywide *Public Engagement Campaign* that will increase business support for child care and school age recreation programs; develop proactive media approaches; create novel ways to involve parents; tap into business services and discarded materials; and utilize current and emerging child development research to educate the community as advocates for social change.

### Program Providers

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Provide opportunities for leadership development, advocacy training, faculty exchange, mentor teaching, program tours, open houses, etc..	Increase in opportunities	Within two years	Providers LCCPC Training Sub-committee
b) Support networking activities for child care/recreation professionals.		Within one year	LCCPC CDRC

## Principle IV:

**Many families need other services as well as child care and school-age recreation services. The community must link child care and recreation to transportation, health and mental health services, education, family assistance programs, parent education and support services, libraries, and food programs.**

### Goal I:

Influence the Santa Cruz Public Transit District to include child care and school-age recreation as a consideration in the public transit system.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Encourage the location of new child care programs near public transportation centers, bus stops, and park and ride lots.	More support for children and youth is demonstrated	Within 3 years	LCCPC Transportation Sub-committee and Children's Commission
b) Encourage the Transit District to offer discount passes to child care, school-age recreation programs, and youth programs.	Outcome Evaluation of pilot projects	Within 2 years	
c) Encourage the Transit District to initiate "children ride free with parents," "friends ride free," and "special rates on weekends" programs.	Outcome Evaluation of pilot projects	Within 2 years	
d) Encourage the Transit District to locate bus stops, develop routes and schedules, and provide user-friendly information to support access to school, work, child care, and school-age recreation programs.	Outcome Evaluation of pilot projects	Within 2 years	
e) Encourage the Transit District to offer recreation programs and free buses for field trips during holidays and summer.	Outcome Evaluation of pilot projects	Within 2 years	
f) Collaborate with other groups with common transportation goals.	Successful collaboration formed	Within 1 year	HRA League of Women Voters

## Principle IV: Cont'd.

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### Goal II:

Increase resources for child care and school age recreation programs to access health and mental health services.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Identify resources to address health and mental health needs of children and families enrolled in programs.	System developed and effective	Within two years	LCCPC Mental health Sub-committee
b) Offer training opportunities for providers to better understand related issues and concerns and available resources.			
c) Develop a system for consultation, assessment and intervention.			
d) Identify free resources to assist providers to cope with these issues.			

## Principle IV: Cont'd.

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### Goal III:

Increase articulation between child care and school age recreation professionals, public and private schools, higher education, vocational education, school district offices, and the County Office of Education.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Identify and participate in pre-school through adult education planning opportunities.		As appropriate	LCCPC
b) Offer transition activities to assure continuity between child care and recreation programs and school, kindergarten, and pre-kindergarten programs.	Transition activities developed and monitored	Within 1 year	LCCPC Head Start Children's Network, Education Sub-committee
c) Improve access and collaboration of services for children with special needs.		Within 3 years	LCCPC School districts COE
d) Utilize public school facilities during non-use hours and days for child care and school-age recreation programs and family.	Appropriate utilization increased	Within 5 years	LCCPC Facilities Sub-committee School districts COE
e) Investigate availability of public school land for child care and recreation facilities.		Within 3 years	LCCPC Facilities Sub-committee
f) Promote the continuum of family literacy from infancy to adulthood.		Ongoing	LCCPC
g) Develop an after school safety campaign for latch key children and their families.		Within 1 year	LCCPC



## Principle IV: Cont'd.

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### Goal IV:

Maintain and enhance a working relationship between child care and school age recreation professionals and local family assistance programs.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Provide informed child care consumer education for all families, including CalWORKS families.	Availability and utilization evaluated, improved access	Within 2 years	HRA CDRC LCCPC
b) Maintain family child care licensing at the county level.		Ongoing	HRA
c) Provide intervention training for child care / recreation professionals in identification and reporting to Child Protective Services.		Annually	Training collaborative HRA
d) Provide information to child care and school-age recreation programs regarding services for families available through the County.			HRA LCCPC

## Principle IV: Cont'd.

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### Goal V:

Develop or expand linkages with parent education resources for child care and school age recreation professionals.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Initiate a countywide system (in print and on the Internet) to enable child care and school-age recreation programs to access current parent education opportunities and resources.	Activities established. Increased access by 25%	Within 2 years	Family Health Ed. Center CDRC
b) Investigate resources that would enable child care and school-age recreation programs to offer on site parent education and support.			Family Health Ed. Center CDRC
c) Provide Family Resource Guides in English and Spanish in newspapers and on the Internet.			

## Principle IV: Cont'd.

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### Goal VI:

Develop linkages with public libraries to engage children and youth in positive activities and pursuits.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Explore with libraries co-sponsorship of family literacy and technology activities.	Evaluate effectiveness and access to after school activities	Within 2 years	LCCPC Library Staff
b) Explore options for after school library activities for latch key children.			Children's Network Education Sub-committee

### Goal VII:

Develop linkages to increase food and nutrition resources for needy families.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Increase the number of child care programs participating in child care food programs and food bank use.	Existence of linkages evaluated	Within 1 year	LCCPC Food Bank Providers
b) Provide nutrition education and dental health information and resources to parents and providers.			Co. Health Dept. CDRC Food & Nutrition Services
c) Assist in developing a consortium to coordinate the summer lunch program.			Children's Network Recreation Sub-committee

## Principle IV: Cont'd.

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### Goal VIII:

Develop linkages among school-age recreation and youth programs.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Encourage school-age child care and recreation programs to take field trips to youth programs and activities.	Trips / programs increase by 10%	Within 3 years	LCCPC Public Engagement Committee Children's Network Recreation Sub-committee Volunteer Center
b) Create sports, homework support, and youth mentoring programs for child care and recreation programs.			

## Principle IV: Cont'd.

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### Goal IX:

Develop linkages between family resource agencies and isolated communities including agriculture, the migrant population, and populations in remote areas of the county.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Investigate the feasibility of site-based child care, school-age recreation programs, and family resource programs in agriculture work locations.	Increases access to appropriate services by 20%	Within 3 years	LCCPC Policy Committee
b) Advocate for culturally and linguistically appropriate family services.			LCCPC Public Engagement Sub-committee
c) Provide outreach services to remote locations to assure access to child care, information and referral, child care subsidies and family resources.			Migrant Head Start CDRC HRA Parents Association
d) Investigate feasibility of purchase and staffing of "Recreation on Wheels" van to offer recreation activities in remote locations of county.			LCCPC

## Principle V:

**There must be a formal system to plan and evaluate local investments in child care and school-age recreation programs.**

### Goal I:

The Local Child Care Planning Council will engage in a planning and evaluation process that focuses on desired outcomes.

Implementation Strategies	Outcome   Measure of Success	When	Potential Implementers
a) Secure adequate Planning Council funding and staffing for Master Plan implementation.	Conduct on-going system evaluation for overall planning activities. Conduct in-depth evaluation after program year one to determine success.	Start immediately	LCCPC
b) Establish a standardized planning and implementation model for each Master Plan strategy.	Develop an organizational structure that supports working committees.		LCCPC
c) Assist in procuring funding for implementation of Master Plan strategies.	Implement an on-going system of trainings for LCCPC and collaborative members on action planning, outcome evaluation and organization.		
d) Establish benchmarks for determining the accomplishment of Master Plan strategies.	Goals made and met. LCCPC provides evaluation, technical assistance and standards. LCCPC assists in the development of baselines for each goal.		LCCPC evaluation Sub-committee
e) Measure progress in reaching the proposed outcomes goals, including parent and provider feedback.	Outcome evaluation strategy proposed at this time consists of six steps: develop approach, establish baselines, create strategies, develop potential outcomes and goals, implement strategies, measure effectiveness.		LCCPC evaluation Sub-committee