COUNTY OF LOS ANGELES

CHILD CARE PLANNING COMMITTEE

POLICY • PLANNING • PRACTICE

MEMBERSHIP MANUAL

Prepared by the Office of Child Care
Service Integration Branch/Chief Executive Office

MEMBERSHIP MANUAL

BOARD OF SUPERVISORS

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ANTONIA JIMÉNEZ
Deputy, Chief Executive Office

KATHLEEN MALASKE-SAMU
Director, Office of Child Care

MICHELE SARTELL
Interim Child Care Planning Coordinator, Office of Child Care

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Revised: November 2014

Child Care Planning Committee Membership Manual

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Fact Sheet

Background

In 1991 the Board of Supervisors authorized the convening of the Los Angeles County Child Care and Development Block Grant Planning Council in response to AB 2141, which created local child care planning councils in each county. The Council's initial purpose was to establish priorities for the allocation of federal Child Care and Development Block Grant (CCDBG) funds.

AB 2141 also authorized the local councils to determine local child care needs, and to prepare a Countywide plan for child care and development. In July 1992, the Board of Supervisors delegated the responsibility for countywide child care planning to the Council. In response to this broader charge, the Council changed its name to the Child Care Planning Committee (Planning Committee) in January of 1993.

In 1997, AB 1542 (Chapter 270; Approved: August 11, 1997) heralded the advent of welfare reform in California. While creating and defining California Work Opportunity and Responsibility to Kids (CalWORKS), the legislation also strengthened and broadened the role of the local planning councils.

Mandates of AB 1542

- Establish priorities for State-funded child care and development services.
- Conduct a countywide needs assessment at least every five years.
- Conduct periodic review of child care programs funded by the California Department of Education (CDE) and Department of Social Services related to meeting priorities.
- Collaborate with many groups to meet local needs.
- Develop a comprehensive countywide plan for child care.
- Coordinate part-day Head Start and State Preschool programs with full-day child care.

Mission

The mission of the Los Angeles Child Care Planning Committee is to engage parents, child care providers, allied organizations, community, and public agencies in collaborative planning efforts to improve the overall child care infrastructure of Los Angeles County, including the quality and continuity, affordability, and accessibility of child care and development services for families.

The Planning Committee works collaboratively with other County planning groups:

- Policy Roundtable for Child Care and Development
- First 5 LA Commission
- LAUP | Los Angeles Universal Preschool
- Los Angeles Preschool Advocacy Initiative

The Office of Child Care, within the Service Integration Branch of the Chief Executive Office, supports the work of the Planning Committee. Within this branch of County government, the Planning Committee is positioned to work with County departments, as well as the above-mentioned groups, to improve the well-being of children and families in Los Angeles.

Meeting Schedule

The Planning Committee meets on the first Wednesday of each month at various sites throughout the County.

The public is welcome to attend all Planning Committee meetings and to participate in its Work Groups. Please contact the Office of Child Care at (213) 974-4103 to verify the location of the meetings, or visit the website at www.childcare.lacounty.gov.

COUNTY OF LOS ANGELES CALIFORNIA

Major Accomplishments – 2000-14

- Assessed county child care supply and demand (2000, 2003, 2006, 2011 and 2013). Created a website with needs assessment data at http://gismap3.co.la.ca.us/childcare (2006).

- Developed geographic priorities for allocation of new child care subsidy funds (2000-2013).

- Developed a comprehensive Strategic Plan, identifying goals related to increased capacity, improved quality, enhanced workforce qualifications and compensation, increased accessibility, and improved systems of information and service to families and providers in 2003; updated in 2008.

- Created new five-year Strategic Plan (2013-18) with four overarching goals: quality, access, Planning Council role and workforce.

- Developed countywide Centralized Eligibility List (LACEL) for families seeking subsidized child care and development services (2003-2011).

- Developed a Model Compensation Scale for center-based child development staff and for Program Directors (2004-2009).

- Conducted/sponsored countywide surveys on: compensation and education of child care center personnel (2002, 2005-06); family child care (2003, 2006); special needs (2003); vacancy (2004-2005); low-income families waiting for child care (2006); and license exempt school-age child care (2005-06, 2009).

- Reviewed the amount of under-utilized funding and the underlying causes of under-earned child development contracts in Los Angeles County (2007-08).

- Conducted an economic impact study of child care in Los Angeles County (2007-08).

- Distributed approximately $35.2 million in stipends to qualified child development teachers through the Investing in Early Educators Stipend Program (AB 212), which promotes higher levels of education. (2002-2014).

- Facilitated transfer of $2 million among CDE-contractors, which allowed the funding to be used in Los Angeles County since 2009.

Planning Committee Membership

There are 50 members of the Planning Committee, 10 from each of the required categories stipulated in AB 1542. Each of the five County Board of Supervisors appoints one member from any one of the categories to represent his/her district. Membership terms are three years, renewable each year. Each member may serve up to two three-year terms. A Chair is elected to serve a two-year term and a Vice Chair is elected to serve a one year term.

The five membership categories are as follows:

Parent Consumers (or guardians) who are using child care or have used child care for their children within the past three years.

Child Care Providers, both center-based, and family child care.

Community Representatives from organizations or programs that advocate for child care and development services, provide funds for the services, or serve populations who benefit from the services, but do not contract with CDE to provide child care and development services.

Public Agency Representatives from city, County, or local education agencies.

Discretionary Members who may represent any of the above categories, or may represent another type of stakeholder.

Contact Information

The Office of Child Care provides staff support to the Planning Committee.

Address:	Office of Child Care 222 South Hill Street, 5th Floor Los Angeles, CA 90012
Contact:	Michele P. Sartell Interim Child Care Planning Coordinator
Telephone:	(213) 974-5187
Fax:	(213) 217-5106
E-mail:	msartell@ceo.lacounty.gov
Website:	www.childcare.lacounty.gov

COUNTY OF LOS ANGELES

CHILD CARE PLANNING COMMITTEE

POLICY • PLANNING • PRACTICE

POLICIES AND PROCEDURES

I. Standard Operating Procedures

Anything not covered by the following policies and procedures will revert to Robert's Rules of Order.

II. Membership

RECRUITMENT OF CHILD CARE PLANNING COMMITTEE MEMBERS

The Governance Work Group of the Child Care Planning Committee (Planning Committee) will conduct recruitment in support of the recommending/appointing bodies, and in compliance with the membership categories defined in the *Education Code Sections 8499 - 8499.7.* To ensure optimal representation and access to this process, recruitment and outreach will be undertaken no less than three (3) months prior to the selection of members. Recruitment and selection will take into consideration geographic and ethnic representation, and will ensure that there will be at least one (1) member from each of the Service Planning Areas:

- Diversity within each category will be a primary consideration in the selection of members. For example, in the "Child Care Providers" category, every effort will be made to include representatives of programs operated under a variety of auspices (public, non-profit, for-profit, church-related, cooperatives, family child care, resource and referral/alternative payment programs, etc.).

- Appropriate nominating groups will be designated for each of the membership slots. Each of the five Board of Supervisors will name one member. The Superintendent of the County Office of Education will recruit members through local School District Superintendents.

- Prospective members will be asked to identify any family members serving on the Planning Committee. In the event that multiple family members are seeking to serve on the Planning Committee, the Governance Work Group will consider the Planning Committee's commitment to diversity, the skills of each member, and ability of each individual to contribute to the mission of the Planning Committee.

- The Governance Work Group will review the membership applications in consultation with the Child Care Planning Coordinator and recommend a membership slate to the Planning Committee for action. Any participant of the Governance Work Group who is being considered for membership cannot participate in the discussion of a membership roster or the final recommendations for membership that will be forwarded to the full Planning Committee. This includes alternates who have applied to become members and members whose first three year term is expiring and wish to extend their membership for another three year term.

- Nominees will be presented for appointment before September of each year.

ALTERNATES

Each member will name an alternate to serve in his/her absence, and will give Planning Committee staff the alternate's name and contact information (address, telephone number, e-mail address, etc.). The member is responsible for maintaining communication with the alternate regarding the business of the Planning Committee and for ensuring that the alternate is available to attend meetings. Alternates are encouraged to attend and participate in discussions at all Planning Committee and Work Group meetings. In the absence of the member, the alternate will be entitled to vote.

If a member chooses to identify different persons to serve as his/her alternate for the Planning Committee and for a Work Group, it is the member's responsibility to provide Planning Committee staff the appropriate information on both alternates.

TERMS OF OFFICE

Members will serve three-year terms, and may serve for up to two (2) consecutive three-year terms without a break. Former members will be eligible for re-nomination after a one (1) year hiatus.

An individual's term of membership may be terminated prior to the end of three (3) years due to: changes in employment or residence; conflict of interest issues; excessive absence (see II. Attendance and Participation); or other changes in status that affect the member's representation on the Planning Committee. When this occurs, the individual designated as the member's alternate will no longer serve in this capacity.

Members designated by a Board Office serve at the discretion of the Board members who designated them and may do so beyond the six year limit. A member designated by a Board office may be replaced under the following conditions: 1) the choice of the Supervisor; 2) the resignation or retirement of the Supervisor from the Board; or 3) the unsatisfactory participation of the designated member in which case the procedure described in Section III is implemented.

OFFICERS

There are two (2) Officers of the Planning Committee: Chair and Vice Chair.

The term of the Chair will be two (2) years. If the Chair's membership term expires during his or her term as Chair, the membership term will be extended through the completion of term of office.

The Chair of the Planning Committee shall: 1) Chair the Planning Committee meetings; 2) help develop the agenda for each meeting; 3) sign all documents related to contracts with the California Department of Education, Board letters related to Planning Committee business, and other correspondence deemed appropriate; 4) serve as the Committee's representative to the Chief Executive Office on matters related to staff selection: and 5) represent the Planning Committee on the Policy Roundtable for Child Care and Development.

Election of Chair

Every two years, or in any year in which the Chair position is vacant, at the time of new member recruitment, the nominating process will begin. Members will be given nomination forms describing the role, responsibilities, and qualifications for Chair. To qualify to be nominated for

Chair, a member must have served on the Planning Committee for at least one year within the last five (5) years and have been actively participating through attendance at both Planning Committee and Work Group meetings. Members may nominate themselves or other Planning Committee members.

Nominations will be open throughout the period of membership recruitment. All nominees will be contacted to ascertain their interest in serving as Chair. The names of all nominees who agree to have their names brought forward will be presented to the full membership prior to the meeting at which the membership slate is approved. The election of the Chair from among those nominated will take place at the same meeting as the approval of the membership slate.

Election of Vice Chair

The term of office for the Vice Chair will be one (1) year with a one year renewable term upon election.

The Vice Chair shall chair the meetings in the absence of the Chair. In the event that the Chair cannot fulfill his/her term, the Vice Chair will step in to fulfill the role of Chair for the remainder of the Vice Chair's term. In his/her capacity as acting Chair, the Vice Chair may appoint, from among actively participating members, an interim Vice Chair for the remainder of the Vice Chair's term.

Every year, at the time of new member recruitment, members will be given nomination forms for the position of Vice Chair. To qualify to be nominated for Vice Chair, a member must have served on the Planning Committee for at least one year within the last five years and have been actively participating through attendance at both Planning Committee and Work Group meetings. Members may nominate themselves or other Planning Committee members.

Nominations will be open throughout the period of membership recruitment. All nominees will be contacted to ascertain their interest in serving as Vice Chair. The names of all nominees who agree to have their names brought forward will be presented to the full membership prior to the meeting at which the membership slate is approved. The election of the Vice Chair from among those nominated will take place at the same meeting as the approval of the membership slate.

III. Attendance and Participation

Although a quorum is constituted by 50 percent of the current membership, members are expected to attend all Planning Committee meetings, or arrange for an alternate to attend. All member(s) and their alternate(s) must sign the attendance roster provided for each Planning Committee meeting and each Work Group meeting.

ABSENCES

Members may be absent from no more than three (3) consecutive Planning Committee meetings or three (3) consecutive Work Group meetings. To be considered absent from a meeting, neither the member nor his/her alternate would be present. After the second consecutive absence, the Planning Committee staff may contact the absent member. After the third consecutive absence, a letter will be sent from staff to the appointee notifying him/her of his/her termination from the Planning Committee. Termination from the Planning Committee does not prohibit participation as a guest.

Exceptions to this termination process are members who have been specifically appointed by the Board of Supervisors or by the Los Angeles County Superintendent of Schools. In these cases, Planning Committee staff will contact staff of the Board Office or the Los Angeles County Superintendent of Schools to recommend termination and to consult with them.

WORK GROUP PARTCIPATION

Participation in at least one (1) Work Group is required of all members. All members must choose their Work Group by the second Planning Committee meeting following the orientation of new members. Failure to attend any Work Group by the third Planning Committee meeting following the orientation meeting will be recorded as an absence. A member may change his/her Work Group by notifying the staff of the Planning Committee and the Chair(s) of the Work Group, which he/she is leaving.

In order to remain on the Planning Committee, a member or his/her alternate can miss no more than three (3) consecutive meetings of the Work Group. (Please see Absence provision.)

Work Group participation is open to any interested individuals regardless of membership status. However, the Governance Work Group is limited to only members and alternates.

IV. Voting

QUORUM

For the purposes of voting, a quorum will be deemed to be 50 percent of the current membership.

ACTION ITEMS

Action Items are routine or extraordinary actions or decisions related to the functions and purposes of the Planning Committee that require a vote of approval from the Planning Committee. Approval of Planning Committee minutes are action items at each meeting. Changes to Planning Committee structure or to the Policies and Procedures are action items.

A vote must be taken by the Planning Committee on items that are child care policy positions, or are related to the mandated functions of the Planning Committee. The Planning Committee will take action on the following mandated functions: 1) service priorities for State-funded child development services; 2) Countywide Needs Assessment; 3) Centralized Eligibility List;[1] and 4) a comprehensive countywide plan for child care and development services.

All action items must be listed on the publicly posted agenda at least three (3) days prior to the scheduled meeting date (see Brown Act Provision). Action items initiated by Work Groups must be forwarded to staff at least two (2) weeks before the date of the meeting on which agenda the action item should appear.

[1] Funding for countywide centralized waiting lists (CEL) was eliminated from the 2011-12 State budget. Nevertheless, references to the CEL remain in statute.

ROLE OF WORK GROUPS

Work Groups are formed to conduct the business of the Planning Committee, implement the Strategic Plan for Child Care and Development, and fulfill other mandates for Local Planning Councils as stated in the Education Code. In the course of its efforts, a Work Group of the Planning Committee may develop a policy, make a recommendation, plan an event requiring Planning Committee resources, or seek to ensure Planning Committee representation in other groups. The full Planning Committee must be informed of the decisions and recommendations of each Work Group. The full Planning Committee may request that a particular policy statement or activity be presented to the Planning Committee for approval. The following types of action, including but not limited to recommendations for positions on legislation, for changes in the Policies and Procedures, and for activities requiring substantial expenditure of Planning Committee funds, will be brought before the full Planning Committee for a vote. This applies to both standing and ad hoc Work Groups.

CONFLICT OF INTEREST

No member of the Planning Committee will participate in a vote if he/she has a proprietary interest in the outcome. For the purpose of this provision, a person with a proprietary interest is defined as one who may benefit financially from a decision of the Planning Committee; or who is employed by, acts as a paid consultant to, or functions in a decision-making capacity with any agency, which stands to gain directly and financially from an action of the Planning Committee. In case of a potential conflict, the member (or alternate) must refrain from participating in the discussion of the issue after they publicly identify their interest and must recuse themselves from any vote taken on the issue.

Before discussion and voting, members will be reminded of their responsibility to assess the potential for conflict of interest. Members are required to declare their affiliations on the membership application. In case of challenge, the membership applications will be reviewed.

VOTING ON MOTIONS

Each member of the Planning Committee shall be entitled to one vote on each action item before the Planning Committee. If the member is absent, the alternate to the Planning Committee may vote in the place of the member. There will be no secret ballots or absentee voting on any Planning Committee action items, including election of officers. The Chair, or any other member, may request a roll call vote on specific motions. A record of roll call votes shall be kept by Planning Committee staff and be included in the minutes.

A motion will be considered as “passed” when a simple majority of the members present vote in the affirmative. Abstentions are not considered votes and are therefore not counted as support for the motion. A motion which results in a tie vote does not pass.

V. Staff Selection

At the time that a new staff position opens or a current position becomes available in the Office of Child Care, and these positions work directly with the Planning Committee, a representative of the Planning Committee will be part of the interview panel for each position. Members of the Governance Work Group will serve as the pool from which members will be called upon to serve on interview panels. The Chair of the Planning Committee has the discretion to serve on

interview panels or can call for additional or alternate representation as needed from among active Planning Committee members.

VI. Complaint Procedure

Any complaint by a member of the Planning Committee or any other person regarding any action, policy, or procedure of the Planning Committee may be addressed through the following steps:

1) The complaint/concern should be brought to the attention of the Planning Committee staff in writing. The staff will respond to the complaint and/or provide a response to the complaining party within 14 working days.

2) If the staff is unable to resolve the complaint, the written complaint will be forwarded to the Membership and Policies Work Group for review. The Work Group will review the complaint and may or may not, at the Work Group's discretion, meet with the complaining party. The Work Group will respond to the complaint within 30 calendar days from receipt of the written complaint.

3) If the Work Group's response is not satisfactory to the complaining party, he/she may submit the complaint to the Board of Supervisors and County Superintendent of Schools for a response.

VII. Amendments to the Policies and Procedures

Amendments to this document can be considered at any time by members of the Planning Committee or as the result of periodic review by the Governance Work Group. Members of the Planning Committee may submit a written inquiry regarding the Policies and Procedures to the Co-chairs of the Governance Work Group at any time. The Work Group will review each written inquiry and issue a written response within thirty (30) days of receipt of the inquiry. All written inquiries and their disposition will be recorded in the Governance Work Group's report to the full Planning Committee.

The Governance Work Group will review the Policy and Procedures every two years to determine if clarification or changes are required. The Policy and Membership Work Group may develop an amendment or new policy language and bring it forward to the full Planning Committee as an action item at any time.

VIII. Compliance With Brown Act

The Planning Committee will comply with the Brown Act. All Planning Committee meetings are open to the general public. Agendas for Planning Committee meetings will be posted publicly three (3) days prior to the meeting. No action item will be undertaken at any Planning Committee meeting unless it has been listed on the publicly posted agenda.

Adopted by the Committee:	July 1, 1998
Updated:	December 4, 2002
Updated:	April 4, 2003
Updated:	March 6, 2004
Updated:	March 11, 2005
Updated:	June 1, 2005
Updated:	May 3, 2006
Updated:	December 3, 2008
Updated:	December 1, 2010
Updated:	May 2, 2012
Updated:	November 5, 2014

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COUNTY OF LOS ANGELES
OFFICE OF THE COUNTY COUNSEL

COUNTY COUNSEL GUIDE TO BROWN ACT REQUIREMENTS

BROWN ACT BASICS

BY

Barbara Goul
Principal Deputy

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LOS ANGELES COUNTY
COMMISSIONER ORIENTATION GUIDE

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County Counsel

Ms. Barbara Goul
Principal Deputy

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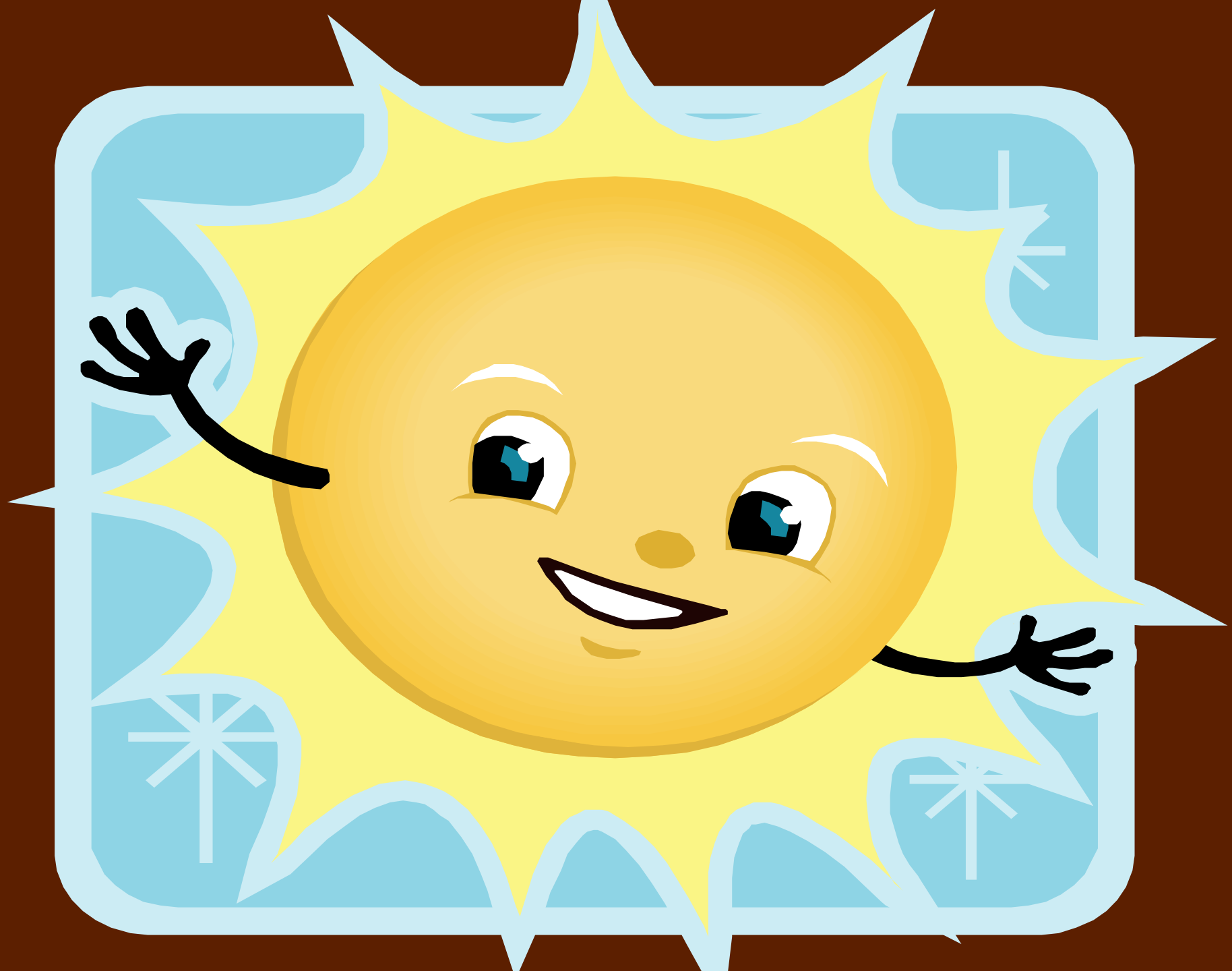

What is the Brown Act?

- AKA Sunshine Law or Open Meetings Law
- Enacted by legislature in 1953
- Codified in Government Code §§ 54950 et seq.
- Guarantees the public’s right to attend and participate in government
- Promotes accountability of public officers
- Allows for public oversight and understanding

Overview of Brown Act Issues

- Applicability
- Requirements
  - Agenda Posting Requirements
  - How meetings are conducted
  - Exceptions or items that may be handled in closed sessions
- Remedies and penalties for violations

Who Does the Brown Act Apply To?

- Public commissions, boards and councils
- Commissions created by the Board of Supervisors
  - Committees created by legislative bodies
  - Standing versus ad hoc committees

What is a meeting?

- A gathering of a quorum of the legislative body
  - 50% of members plus one (rounded up)
  - Serial meetings
  - Teleconferencing
- Where public business is transacted or discussed
  - Not purely ceremonial or social occasions
  - *Sacramento Newspaper Guild v Board of Supervisors* 263 Cal. App 2d 41 (1968)

Teleconferencing

- Different locations connected by audio and/or video
- Must be fully accessible to the public
- Voting must be by roll call

Agenda Requirements

- Posting
- Notice
- Public Comment
- Public Availability of Agenda Materials

Agenda Content

- Description must be sufficient to give the public a reasonable idea of what will be discussed
  - Vague general language is not sufficient
  - Allows public to decide whether to attend
- Generally 20 words or less
- Public comment entry
- Meeting is limited to agenda items
  - 2/3 vote for special circumstance when immediate action is required

Agenda Notice Requirements Vary for Different Meetings

- Regular is posted at the site of the meeting 72 hours in advance.
- Special is posted at the site of the meeting 24 hours in advance.
- Emergency is one hour telephonic notice
- For Dire Emergencies notice may be contemporaneous with the meeting

Public Availability of Agenda Materials

- Public entitled to copies of agenda packet/documents associated with the agenda items
- Public can make standing request for copies of agenda materials
  - Writing
  - Effective for one year
  - Subject to fees for copying and postage
  - Failure to send packet can invalidate action

Place of Meeting

- Must be held within agency's geographical jurisdiction
  - Limited exceptions
- Can not be held in a place that discriminates or charges a fee or requires a purchase
- ADA compliant

Conducting the Meeting

- Can not require a person to sign in as a condition of attendance
- Can not prohibit use of cameras, tape recorders or broadcasting
- Any tape or film made by the legislative body must be available for inspection

Public Comment

- Opportunity to speak on agenda items before or during the body’s consideration of the item
- Opportunity to speak on any item within the body’s subject matter jurisdiction
- Reasonable rules can be adopted
- Chair may clear room in the event of public disruption and proceed with press present

Closed Session

- All items must be listed on the agenda
- Must publicly announce item to be discussed in closed session
- Must publicly announce action taken in closed session

Closed Session Major Exceptions

- Personnel matters (§ 54957)
- Public security threat (§ 54957)
- Anticipated or pending litigation (§ 54956.9)
- Initiation of litigation (§54956.9)
- Labor negotiations (§54957.6)
- Real estate negotiations (§ 54956.8)
  - *Shapiro v San Diego City Council* 96 Cal. App.4th 904 (2002)

Confidentiality of Closed Session

- May not disclose information obtained in closed sessions to any person not entitled to receive it
  - Unless disclosure is authorized by legislative body
- Injunctive relief to prevent disclosure
- Penalties for improper disclosure
  - Disciplinary action for willful disclosure
    - Require prior training or notice
  - Referral to Grand Jury
- Exceptions

Closed Session Minutes

- Keeping a minute book is discretionary (Government Code § 54957.2)
  - Confidential
  - Members may review minutes but cannot have copies
- Minutes of improper closed session are not confidential.

Penalties & Remedies

- Civil action to stop or prevent violations
  - Notice of corrective action is prerequisite
- Civil action to declare action null and void
- Court costs including reasonable attorney fees
  - *L.A. Times v Board of Supervisors* 112 Cal. App. 4th 1313 (2003)
- Misdemeanor for <u>knowing</u> violations

COUNTY OF LOS ANGELES

OFFICE OF THE COUNTY COUNSEL

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JOHN F. KRATTLI
County Counsel

December 31, 2013

CONFIDENTIAL

THIS MATERIAL IS SUBJECT TO THE ATTORNEY-CLIENT AND/OR THE ATTORNEY WORK PRODUCT PRIVILEGES

TO: ALL DEPARTMENT HEADS

FROM: JOHN F. KRATTLI JFK
County Counsel

RE: **New Brown Act Change - SB 751**

This is to notify you of a change to the Brown Act that may have an impact on the commissions that your departments staff.

Effective January 1, 2014, Senate Bill ("SB") 751 amended the Brown Act to require all Brown Act bodies to "publicly report any action taken and the vote or abstention on that action of each member present for the action." (Government Code section 54953(c)(2).) Enclosed is a copy of SB 751. Currently, the Brown Act only requires such reporting for actions taken in closed session. (Government Code section 54957.1(a).)

SB 751 requires that when a Brown Act body takes an action, *the vote or abstention of each member present at the meeting must be publicly reported.* This new Brown Act requirement can be complied with by:

- A roll call vote for each action taken; OR
- An oral announcement by the chair or clerk after a vote is taken, such as:
  - "The motion passes, with Commissioner Jones, Smith, and Davis voting in favor and Commissioner Johnson voting in opposition," or
  - "The motion unanimously passes with all members present and voting"; OR

- The vote or abstention of each member could be included in the commission's minutes which are publicly approved by the commission at a future meeting.

If you have any questions concerning this matter, please contact me, or Assistant County Counsel Judy Whitehurst at (213) 974-1921, or Principal Deputy County Counsel Barbara Goul at (213) 974-1834.

JFK:am

Enclosure

Senate Bill No. 751

CHAPTER 257

An act to amend Section 54953 of the Government Code, relating to local government.

[Approved by Governor September 6, 2013. Filed with Secretary of State September 6, 2013.]

LEGISLATIVE COUNSEL'S DIGEST

SB 751, Yee. Meetings: publication of action taken.

The Ralph M. Brown Act requires all meetings of the legislative body of a local agency, as defined, to be open and public and prohibits the legislative body from taking action by secret ballot, whether preliminary or final.

This bill would additionally require the legislative body of a local agency to publicly report any action taken and the vote or abstention on that action of each member present for the action, thereby imposing a state-mandated local program.

The California Constitution requires the state to reimburse local agencies and school districts for certain costs mandated by the state. Statutory provisions establish procedures for making that reimbursement.

This bill would provide that no reimbursement is required by this act for a specified reason.

The people of the State of California do enact as follows:

SECTION 1. Section 54953 of the *Government Code* is amended to read:

54953. (a) All meetings of the legislative body of a local agency shall be open and public, and all persons shall be permitted to attend any meeting of the legislative body of a local agency, except as otherwise provided in this chapter.

(b) (1) Notwithstanding any other provision of law, the legislative body of a local agency may use teleconferencing for the benefit of the public and the legislative body of a local agency in connection with any meeting or proceeding authorized by law. The teleconferenced meeting or proceeding shall comply with all requirements of this chapter and all otherwise applicable provisions of law relating to a specific type of meeting or proceeding.

(2) Teleconferencing, as authorized by this section, may be used for all purposes in connection with any meeting within the subject matter jurisdiction of the legislative body. All votes taken during a teleconferenced meeting shall be by rollcall.

(3) If the legislative body of a local agency elects to use teleconferencing, it shall post agendas at all teleconference locations and conduct teleconference meetings in a manner that protects the statutory and constitutional rights of the parties or the public appearing before the legislative body of a local agency. Each teleconference location shall be identified in the notice and agenda of the meeting or proceeding, and each teleconference location shall be accessible to the public. During the teleconference, at least a quorum of the members of the legislative body shall participate from locations within the boundaries of the territory over which the local agency exercises jurisdiction, except as provided in subdivision (d). The agenda shall provide an opportunity for members of the public to address the legislative body directly pursuant to Section 54954.3 at each teleconference location.

(4) For the purposes of this section, "teleconference" means a meeting of a legislative body, the members of which are in different locations, connected by electronic means, through either audio or video, or both. Nothing in this section shall prohibit a local agency from providing the public with additional teleconference locations.

(c) (1) No legislative body shall take action by secret ballot, whether preliminary or final.

(2) The legislative body of a local agency shall publicly report any action taken and the vote or abstention on that action of each member present for the action.

(d) (1) Notwithstanding the provisions relating to a quorum in paragraph (3) of subdivision (b), when a health authority conducts a teleconference meeting, members who are outside the jurisdiction of the authority may be counted toward the establishment of a quorum when participating in the teleconference if at least 50 percent of the number of members that would establish a quorum are present within the boundaries of the territory over which the authority exercises jurisdiction, and the health authority provides a teleconference number, and associated access codes, if any, that allows any person to call in to participate in the meeting and that number and access codes are identified in the notice and agenda of the meeting.

(2) Nothing in this subdivision shall be construed as discouraging health authority members from regularly meeting at a common physical site within the jurisdiction of the authority or from using teleconference locations within or near the jurisdiction of the authority. A teleconference meeting for which a quorum is established pursuant to this subdivision shall be subject to all other requirements of this section.

(3) For purposes of this subdivision, a health authority means any entity created pursuant to Sections 14018.7, 14087.31, 14087.35, 14087.36, 14087.38, and 14087.9605 of the Welfare and Institutions Code, any joint powers authority created pursuant to Article 1 (commencing with Section 6500) of Chapter 5 of Division 7 for the purpose of contracting pursuant to Section 14087.3 of the Welfare and Institutions Code, and any advisory committee to a county sponsored health plan licensed pursuant to Chapter 2.2 (commencing with Section 1340) of Division 2 of the Health and Safety Code if the advisory committee has 12 or more members.

(4) This subdivision shall remain in effect only until January 1, 2018.

SEC. 2. No reimbursement is required by this act under Section 6 of Article XIII B of the California Constitution because the only costs that may be incurred by a local agency or school district under this act are the costs of complying with Chapter 9 (commencing with Section 54950) of Part 1 of Division 3 of Title 5 of the Government Code. Subdivision (c) of Section 36 of Article XIII of the California Constitution provides that costs of this type are not reimbursable.

CORRECTIONS:
Date--Page 1.

O

RobertsRules.org | Robert's Rules of Order - Summary Version

For Fair and Orderly Meetings & Conventions

Provides common rules and procedures for deliberation and debate in order to place the whole membership on the same footing and speaking the same language. The conduct of ALL business is controlled by the general will of the whole membership - the right of the deliberate majority to decide. Complementary is the right of at least a strong minority to require the majority to be deliberate - to act according to its considered judgment AFTER a full and fair "working through" of the issues involved. Robert's Rules provides for constructive and democratic meetings, to help, not hinder, the business of the assembly. Under no circumstances should "undue strictness" be allowed to intimidate members or limit full participation.

The fundamental right of deliberative assemblies require all questions to be thoroughly discussed before taking action!

The assembly rules - they have the final say on everything!
Silence means consent!

- Obtain the floor (the right to speak) by being the first to stand when the person speaking has finished; state Mr./Madam Chairman. Raising your hand means nothing, and standing while another has the floor is out of order! Must be recognized by the Chair before speaking!
- Debate can not begin until the Chair has stated the motion or resolution and asked "are you ready for the question?" If no one rises, the chair calls for the vote!
- Before the motion is stated by the Chair (the question) members may suggest modification of the motion; the mover can modify as he pleases, or even withdraw the motion without consent of the seconder; if mover modifies, the seconder can withdraw the second.
- The "immediately pending question" is the last question stated by the Chair! Motion/Resolution - Amendment - Motion to Postpone
- The member moving the "immediately pending question" is entitled to preference to the floor!
- No member can speak twice to the same issue until everyone else wishing to speak has spoken to it once!
- All remarks must be directed to the Chair. Remarks must be courteous in language and deportment - avoid all personalities, never allude to others by name or to motives!
- The agenda and all committee reports are merely recommendations! When presented to the assembly and the question is stated, debate begins and changes occur!

The Rules

- **Point of Privilege:** Pertains to noise, personal comfort, etc. - may interrupt only if necessary!
- **Parliamentary Inquiry:** Inquire as to the correct motion - to accomplish a desired result, or raise a point of order
- **Point of Information:** Generally applies to information desired from the speaker: "I should like to ask the (speaker) a question."
- **Orders of the Day** (Agenda): A call to adhere to the agenda (a deviation from the agenda requires Suspending the Rules)

- **Point of Order:** Infraction of the rules, or improper decorum in speaking. Must be raised immediately after the error is made
- **Main Motion:** Brings new business (the next item on the agenda) before the assembly
- **Divide the Question:** Divides a motion into two or more separate motions (must be able to stand on their own)
- **Consider by Paragraph:** Adoption of paper is held until all paragraphs are debated and amended and entire paper is satisfactory; after all paragraphs are considered, the entire paper is then open to amendment, and paragraphs may be further amended. Any Preamble can not be considered until debate on the body of the paper has ceased.
- **Amend:** Inserting or striking out words or paragraphs, or substituting whole paragraphs or resolutions
- **Withdraw/Modify Motion:** Applies only after question is stated; mover can accept an amendment without obtaining the floor
- **Commit /Refer/Recommit to Committee:** State the committee to receive the question or resolution; if no committee exists include size of committee desired and method of selecting the members (election or appointment).
- **Extend Debate:** Applies only to the immediately pending question; extends until a certain time or for a certain period of time
- **Limit Debate:** Closing debate at a certain time, or limiting to a certain period of time
- **Postpone to a Certain Time:** State the time the motion or agenda item will be resumed
- **Object to Consideration:** Objection must be stated before discussion or another motion is stated
- **Lay on the Table:** Temporarily suspends further consideration/action on pending question; may be made after motion to close debate has carried or is pending
- **Take from the Table:** Resumes consideration of item previously "laid on the table" - state the motion to take from the table
- **Reconsider:** Can be made only by one on the prevailing side who has changed position or view
- **Postpone Indefinitely:** Kills the question/resolution for this session - exception: the motion to reconsider can be made this session
- **Previous Question:** Closes debate if successful - may be moved to **"Close Debate"** if preferred
- **Informal Consideration:** Move that the assembly go into **"Committee of the Whole"** - informal debate as if in committee; this committee may limit number or length of speeches or close debate by other means by a 2/3 vote. All votes, however, are formal.
- **Appeal Decision of the Chair:** Appeal for the assembly to decide - must be made before other business is resumed; NOT debatable if relates to decorum, violation of rules or order of business
- **Suspend the Rules:** Allows a violation of the assembly's own rules (except Constitution); the object of the suspension must be specified

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COUNTY OF LOS ANGELES
CHILD CARE PLANNING COMMITTEE
POLICY • PLANNING • PRACTICE

WORK GROUPS

Strategic Plan Implementation Work Groups

Quality
The Quality Work Group develops plans to implement the Strategic Plan for Child Care and Development in Los Angeles County – 2013-18 (Strategic Plan) in areas relating to quality. Among its tasks is serving as an advisory to the locally-based quality rating and improvement systems.

Access/Inclusion
The Access Work Group oversees the process for setting geographic priorities for State funding, reviews data related to the needs assessment for child care and development, and develops plans to implement the Access section of the Strategic Plan. In addition, promotes the inclusion of children at risk for or with disabilities and other special needs in typical child care and development programs and encourages the coordination of services.

Planning Council Role
The Planning Council Role Work Group will explore extending the role of the Planning Committee as a forum for open discussion and building consensus around issues relating to child care and development.

Workforce
The Workforce Work Group develops plans to implement the Workforce section of the Strategic Plan. Among its tasks is serving as an advisory to the Investing in Early Educators – Stipend Program.

Additional Work Groups

Joint Committee on Legislation
Formed by the Child Care Planning Committee (Planning Committee) and the Policy Roundtable for Child Care and Development (Roundtable) to focus on federal, state and local policy initiatives as they impact early care and education services available for Los Angeles County families. Monitors state and federal legislation and budgets and guides the development of recommended positions on selected bills and the Governor's budget and May revise for proposal to the Board of Supervisors by the Planning Committee and Roundtable. Reviews annually child care and development items for inclusion in the County's state and federal legislative agendas.

Policies and Membership
The Membership and Policy Work Group manages the recruitment and selection of Planning Committee members each year. In addition, the Work Group reviews, updates, and clarifies Planning Committee policies and procedures, advises on the Planning Committee strategy related to leadership development, and plans the annual retreat and/or new member orientation.

For more information on the work groups, contact the Office of Child Care by e-mail at sib_occ@ceo.lacounty.gov or by telephone at (213) 974-4103.

Updated: August 2014

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Strategic Plan for Child Care and Development in Los Angeles County 2013-18

Prepared by the Los Angeles County Child Care Planning Committee – April 5, 2013
Adopted by the Board of Supervisors – July 30, 2013

COUNTY OF LOS ANGELES
CHILD CARE PLANNING COMMITTEE
POLICY • PLANNING • PRACTICE

STRATEGIC PLAN FOR CHILD CARE AND DEVELOPMENT

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Adopted by the Board of Supervisors ▪ July 30, 2013

INTRODUCTION

The Strategic Plan for Child Care and Development in Los Angeles County (2013-18) was developed over an 18 month period and involved the entire Child Care Planning Committee (Planning Committee) and other stakeholders. The following provided the context for planning:

- The lingering economic recession, which reduced public revenues that could be invested in child care and development;
- The tremendous cuts to the funded system of subsidized child care and development;
- The expanding implementation of Quality Rating and Improvement Systems (QRIS) in Los Angeles County;
- The increasing expectations for the competencies of the early childhood workforce;
- The recognition of the many vulnerable children in County client families who would benefit from good quality child care and development services, and the successful attempt at more effective connections between such services and the children in families served by the Department of Children and Family Services;
- The need to keep a focus on the inclusion of children with special needs during times of reduced resources; and
- The growing importance of a more unified message about investments in and improvements to the child care and development infrastructure.

Planning resulted in four overarching goals in these areas: Quality, Access, Planning Council Role, and Workforce. Each goal and the allied strategies reflect these contextual realities and relate to the larger vision articulated by the Desired Impact and Outcome statements.

This Plan emphasizes strategy over fixed objectives in order to provide a fluid approach in an ever-changing policy and fiscal environment. The strategies recognize the limitations of the Planning Committee, and at the same time have the potential to create incremental change and synergies that move the infrastructure of child care and development in a positive direction.

Implementation of the Strategic Plan will involve the efforts of the Planning Committee along with the actions, support, and initiatives of other local and statewide stakeholders. The strategies presented in this plan assume effective coordination between the Planning Committee, the Policy Roundtable for Child Care and specific programs, such as the Steps to Excellence Program (STEP), Los Angeles Universal Preschool (LAUP), and more. The actions taken by the Planning Committee in carrying out the stated strategies will be developed by work groups formed around each of the four major goal areas. Examples of ideas for implementation are referenced in the implementation section associated with each component of the Strategic Plan. The work groups include Planning Committee members and their alternates and other interested stakeholders. Participation in the work groups is open to the public. Quarterly, the work groups will report on the progress of their efforts to the full Planning Committee.

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QUALITY

DESIRED IMPACT: HIGH QUALITY EARLY CARE AND EDUCATION IS AVAILABLE THROUGHOUT LOS ANGELES COUNTY.

OUTCOME OF PLAN: There is a common definition of "quality" as articulated by an agreed upon Quality Rating and Improvement System (QRIS) for both centers and family child care homes that addresses the comprehensive needs of children.

GOAL: QRIS implemented in Los Angeles County is accessible and understandable to parents, providers, and the public.

Strategy 1: Promote alignment of standards for QRIS.

Strategy 2: Support development of a QRIS operational structure that is effective, efficient, and informative.

Strategy 3: Support development of educational/ informational materials for providers and parents that explain the QRIS and the ratings.

Strategy 4: Facilitate support for, and information to, programs and providers in order to assist with incorporating health, mental health, family support and other relevant community services.

QUALITY

Background

- Research documents the relationship between high quality in child development services and positive outcomes for children. While the optimal level of quality has yet to be determined, it appears that even modest improvements, particularly in teacher/child interactions and early learning environments, translates into markedly better developmental results. Many states and regions have developed and are implementing QRIS, which are proving to boost provider and program quality as well as raise parent and public consciousness about the impact quality has on children's overall well-being.
- The 2003-13 Strategic Plan included an objective to develop quality standards against which licensed child care and development programs – centers and family child care homes – could could be evaluated. The Policy Roundtable for Child Care (Roundtable) adopted the objective and created the Steps to Excellence Project (STEP) in 2005 as Los Angeles County's QRIS. Since the pilot phase of STEP, the rating matrices defining quality criteria in six areas of program operation – regulatory compliance; teacher/child relationships; learning environment; identification and inclusion of children with special needs; teacher qualifications and working conditions; and and family and community connections – have been modified based on lessons learned. New supports designed to improve quality have been added to make STEP more effective in addressing the issues of quality child care and development in Los Angeles County.
- STEP and LAUP's rating system were each selected to participate in the Race to the Top-Early Learning Challenge (RTT-ELC). A new quality rating standard and process has been developed by representatives of 17 consortia statewide and will target licensed child care and development programs serving high need children and their families. The new RTT-ELC QRIS pilot will be tested for two years to validate its measures. At the end of that period, Los Angeles County Office of Child Care and LAUP will be implementing a common, validated QRIS.
- Both RTT pilots have agreed to utilize the Los Angeles Child Care Planning Committee as an advisory group to RTT in Los Angeles County.

Implementation Issues and Options

- The Planning Committee will craft an action plan to support Strategy 1 (page 6) that is aligned with the goal of the RTT-ELC to launch a single QRIS.
- Action plans to carry out all strategies under this goal will be shaped by work groups of the Planning Committee. For example, for Strategy 3 the work group may develop a collateral piece on "continual quality improvement" within the context of Early Childhood Education (ECE). An activity that connects ECE providers with enrollment in health care through the Affordable Care Act (ACA) may also be part of this goal as relates to Strategy 4 and in meeting staff support standards in STEP.
- Materials will be developed collaboratively with STEP/RTT-ELC staff and will include input from various stakeholders. In addition, the Planning Committee and Quality Work Group will: serve as a sounding board on QRIS; support a feedback loop on the appropriateness of the tools used in QRIS; and assist in other appropriate ways with the evaluation of RTT-ELC.
- The Planning Committee will montior the allocation and use of California Department of Education (CDE) quality funds related to ongoing financial support of QRIS in Los Angeles.

- The Planning Committee may facilitate connections between ECE providers and community-based organizations and non-profits that offer programming, support and resources focused on improving quality.

Alignment with Child Care Policy Framework

- The Child Care Policy Framework's first goal is: "The quality of child development services in Los Angeles County will be improved as the Steps to Excellence Program (STEP) is expanded and support services to STEP are intensified". The impact and goal, as well as the selected strategies of the Strategic Plan support this statement and are related to ensuring the efficacy of STEP and QRIS in general in Los Angeles County.

Alignment with California Comprehensive Early Learning Plan (CCELP)

The CCELP is being developed by the California Department of Education in response to the a federal requirement. The final CCELP will be approved by the state appointed Early Learning Advisory Committee.

There are several potential recommendations in the draft CCELP that are aligned with the 2013-2018 Strategic Plan. Among the recommendations are:

- Create more rigorous program standards accompanied by supplemental resources to upgrade quality.
- Ensure parents have good information about their choices and that good choices are available.
- Focus ECE funding on a system that supports a child's development and early learning.
- Develop a systemwide emphasis on quality to improve child outcomes with increased per child funding to pay for the actual cost of quality.

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ACCESS

DESIRED IMPACT: THERE IS SUFFICIENT DISTRIBUTION AND EFFECTIVE USE OF RESOURCES TO MEET THE EARLY CARE AND EDUCATION NEEDS OF CHILDREN, FAMILIES, AND COMMUNITIES.

OUTCOME OF PLAN: Access to quality ECE is increased through effective use of all public and private investments from federal, state, and local entities.

GOAL: Increase the supply of and access to appropriate ECE options by maximizing use of existing state and federal funds and ensuring connections between ECE providers and other support services to address all children's needs and abilities.

Strategy 1: Facilitate intentional connections between County departments serving children and families and ECE services.

Strategy 2: Enhance the capacity of ECE providers to utilize other services and supports and to make appropriate referrals to meet children's needs.

Strategy 3: Engage with community partners to facilitate technical assistance in fiscal and program management for ECE programs and providers.

Strategy 4: Share broadly the results of an annual needs assessment and priorities for future funding with community partners and policy makers.

ACCESS

Background

- Since 2009-10, child development services for low income families in Los Angeles County have been reduced by 25 percent or more. State budget cuts have affected half-day preschool, voucher payment programs, full-day child development centers and, most particularly, infant/toddler care options. It is clear that the State needs to re-invest in ECE. Given the limitations of current revenues, the Planning Committee chose to focus efforts on conserving and maxmizing the funding that is available. This does not preclude supporting advocacy for greater public investment as the State and federal economies improve.
- In 2011, state funding was eliminated for the Centralized Eligibility List (CEL), thus putting an end to a single point of registration for subsidized child care for low-income families. Some CDE-funded contractors have managed to achieve maximum enrollment without the CEL; but for many others, it has been difficult to recruit eligible families and thus earn their full contracts. Consequently, strategically connecting families whose children would benefit from high quality ECE services is more important than ever.
- Many children and their families served by Los Angeles County departments, such as Children and Family Services, would benefit from ECE services, including Early Head Start and Head Start and subsidized child care and development centers that hold contracts with the CDE. A pilot project in the Long Beach area involving Department of Children and Families Services (DCFS) and local child development providers has proved the value of expanding such efforts.

Implementation Issues and Options

- Implicit in this strategy is monitoring fluctuations in ECE availability dependent on approved State budgets and keeping local stakeholders informed and ready to act to preserve current capacity and build a case for increasing investments in the ECE system. In addition, it will be important to monitor the availability of facilities which could be licensed. This is critical for expansion, given that suitable real estate is difficult to identify in Los Angeles County.
- This plan draws attention to supporting connections between County department client families, such as those served through DCFS, and ECE services that benefit vulnerable children and their families.
- The plan speaks to engaging partners in helping to connect ECE providers with other health, mental health, and social services. Examples of potential partners include 211 LA County and Healthy City.
- Another priority is building the capacity of ECE contractors to effectively administer their programs so as to serve the maximum number of children and fully earn their contracts. The Planning Committee will seek partners positioned to provide key technical assistance to contractors. One example is the new repayable LA ECE Bridge Fund initiated by the Calfornia Community Foundation to assist CDE-funded centers to weather low cash flow periods and remain fiscally sound. Additional organizations, such as the California Child Development Administrators Association (CCDAA), may have valuable resources to offer in this regard.
- The Planning Committee will make use of coordinated, informational e-mails to broad audiences as well as post information on the Office of Child Care website.

Alignment with Child Care Policy Framework

- Goal 2 of the Child Care Policy Framework speaks to strengthening the child development infrastructure to integrate family support, health, mental health and other relevant services. The Strategic Plan 2013-18 specifically references this idea in its Access goal and strategies. In addition, the Policy Framework has a goal related to connecting vulnerable families to appropriate ECE options which is mirrored in the strategies of the Strategic Plan 2013-18.

Alignment with California Comprehensive Early Learning Plan (CCELP)

There are several potential recommendations included in the draft CCELP that are aligned with the 2013-2018 Strategic Plan. Among the recommendations are:

- Create greater systemwide quality and consistency among its early learning programs.
- Create a coherent system that links services to various family needs.
- Pursue quality and access in tandem rather than as competing goals.
- Ensure that parents have information about the available choices.

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PLANNING COUNCIL ROLE

DESIRED IMPACT: THERE IS A MORE UNIFIED VOICE ON EARLY CARE AND EDUCATION FOR LOS ANGELES COUNTY.

OUTCOME OF PLAN: The Los Angeles County Child Care Planning Committee is a forum where ECE issues and ideas are presented and discussed to build consensus that supports the efforts of many groups to improve the ECE infrastructure in the County.

GOAL: Particpation in the the Planning Committee is expanded to include more stakeholders.

Strategy 1: Outreach to other groups with ECE policy agendas.

Strategy 2: Use the Joint Committee on Legislation to engage stakeholders.

Strategy 3: Plan for facilitated discussion sessions at Planning Committee meetings.

Strategy 4: Develop a tiered process that incorporates big issues, local policies, and administrative issues in discussions and in making policy recommendations.

Strategy 5: Explore the use of social media for Planning Committee purposes and to act on the policy recommendations.

LOCAL PLANNING COUNCIL ROLE

Background

- In the past decade there have been many groups with policy agendas related to ECE, but the messages and goals of these groups were not well coordinated or aligned. It is a common belief that having a unified message about what is needed and should be supported legislatively is critical to future success in State budget development and in the enactment of legislation. Ultimately the Planning Committee could, with other stakeholders, work toward agreement on the top priorities for action to improve ECE in Los Angeles County.

Implementation Issues and Options

- The goal is to extend the role of the Planning Committee into a forum for open discussion and building consensus around issues, with the possibility of developing uniform messages. To this end, the Planning Committee will develop a mechanism to ensure increased member input into agenda setting and will integrate regular reports from the Joint Committee on Legislation into the monthly meetings.
- Planning Committee meetings could be used effectively to introduce and review current issues, important topics, and new ideas raised by members and other stakeholders and to ensure room for diverse opinions. While taking on issues that have broad impact as well as county specific items, the Planning Committee will move to adopt a process in which public discussions build on one another and lead to consensus or majority approved recommendations for action.
- Interactions and activities of the Planning Committee will provide opportunities to create stronger connections among its members and other participants, and between the Planning Committee, the Roundtable, and other groups focused on child and family well-being. Toward this end, meetings may include more time for members and guests to share about program goals, missions, current initiatives, and public policy agendas.

Alignment with Child Care Policy Framework

The Planning Committee will consider alignment with the Child Care Policy Framework in issue discussions and consensus building leading to recommendations. Many of the activities listed under implementation are intended to help the Planning Committee become more strategic about making and forwarding recommendations for action to the Roundtable and ultimately to the Board of Supervisors.

Alignment with California Comprehensive Early Learning Plan (CCELP)

The strategies of this goal are focused on local action relating to statewide or national issues. A few of the potential recommendations in the draft CCELP describe issues of global concern that may well become the focus for Planning Committee discussions and work. An example would be the recommedation that all ECE programs within the state funded system are contributing to the goals of the system and if not, then replaced or redesigned.

WORKFORCE

DESIRED IMPACT: LOS ANGELES COUNTY CHILDREN HAVE HIGH QUALITY EARLY CARE AND EDUCATION EXPERIENCES THAT PREPARE THEM AS LIFE-LONG LEARNERS AND PRODUCTIVE CITIZENS OF THE WORLD.

OUTCOME OF PLAN: ECE Educators have the competencies necessary to provide a high quality early care and education experience for children inclusive of all abilities.

GOAL: ECE educators implement best practices effectively in serving children and families of diverse backgrounds and abilities.

Strategy 1: Support/advocate for enhanced licensing standards regarding teacher preparation and education.

Strategy 2: Promote and support ECE professional development efforts and opportunities across the county.

Strategy 3: Establish new, continuing partnerships with other organizations to disseminate information on best practices, using various distribution methods including social media.

Strategy 4: Promote and support the development of leadership in the field of ECE.

WORKFORCE

Background

- Current licensing standards for the training and education of ECE workers are minimal for both center-based personnel and family child care providers. Title V standards used in CDE-funded programs are higher, yet do not require any type of degree for lead teachers. The complexity of understanding children's development and responding appropriately to the various levels of development in groups of children ages 0-5 calls for greater competence than can be guaranteed with current standards. While a greater portion of the ECE workforce is working to earn degrees, it has become clear that both pre-service and in-service training and professional development is needed to ensure that all educators/providers have the necessary competencies to be successful. Without greater attention to how we prepare and support our ECE workforce, we will not realize the higher levels of quality necessary to achieve desired child outcomes.
- The introduction of the QRIS has focused a spotlight on the issue of teacher competencies and how they are demonstrated based on validated measures.
- CDE has developed and is promulgating competencies that can serve as the foundation along with the CDE-developed Infant/Toddler and Preschool Learning and Development Foundations, Curriculum Frameworks, and Development Program Guidelines.
- Compensation remains a significant issue; however, it cannot be addressed adequately without looking at the investment in the entire ECE system.
- A gap in leadership is developing as older, more seasoned professionals retire and many younger workers lack the training and competencies to move into supervisory or management positions.

Implementation Issues and Options

- Professional development includes training, workshops, and formal college coursework; and, whenever possible, should be aligned with QRIS standards.
- The following subject areas are critical to a competent workforce in Los Angeles County: dual language learners; early developmental screenings and inclusive practices; diversity; parent engagement; and early mental health.
- Promoting and supporting professional development efforts involves identifying entities and opportunities, and assisting in the dissemination of information about the opportunities. There is a need for a comprehensive web-based source of all professional development opportunities that should be considered as a collaborative endeavor.
- It will be important to work with other groups interested in improving the ECE workforce such as the Los Angeles Area Chamber of Commerce, LAUP, the California Association for the Education of Young Children, and JumpStart as well as the entities most involved in training such as the Child Care Resource and Referral (R&R) Agencies, the California Preschool Instructional Network (CPIN), and local colleges.
- It will be important to monitor and review the Office of Child Care's Investing in Early Educators-Stipend Program and LAUP's ASPIRE (A Stipend Program in Support of ECE Excellence) to ensure access for the ECE workforce and that these programs support improved qualifications and the acquisition of desired competencies.

Alignment with Child Care Policy Framework

The Child Care Policy Framework goal to expand STEP and launch RTT-ELC is supported in the Strategic Plan for 2013-18 in that several QRIS standards relate to the education and training of ECE providers and teachers and the promulgation of best practices among the ECE workforce. The promotion of Strengthening Families and the Protective Factors framework with County departments and

community-based agencies can be mirrored in the use of this Plan's framework for addressing QRIS standards related to family engagement.

Alignment with California Comprehensive Early Learning Plan (CCELP)

One of the key systems drivers identified in the draft CCELP is a "great early childhood workforce". Potential recommendations under this rubric include:

- ECE personnel are to be strong partners with families, which may require training and support.
- The California teacher competencies should be used to define a clear career pathway with aligned credentials and staff qualifications.
- Adequate resources should be provided to allow programs/providers to retain their best teachers and caregivers.
- Teachers are trained to use best practices in working with dual language learners and programs are supported to implement these best practices.
- Family engagement is considered a key workforce competency and the workforce is specifically trained in it.

CONCLUSION

This Plan emphasizes strategy over fixed objectives in order to provide a fluid approach in an ever-changing policy and fiscal environment. The strategies recognize the the limitations of the Planning Committee, and at the same time have the potential to create incremental change and synergies that move the infrastructure of child care and development in a positive direction. Implementation of the Strategic Plan will involve the efforts of the Planning Committee along with the actions, support, and initiatives of other local and statewide stakeholders.

County of Los Angeles
Child Care Planning Committee and
Policy Roundtable for Child Care and Development

PUBLIC POLICY PLATFORM
First Year of 2015-16 Legislative Session

Introduction

The Child Care Planning Committee (Planning Committee) and Policy Roundtable for Child Care and Development (Roundtable) promote policies designed to increase the availability of and access to affordable, high quality early care and education programs for all children and their families of Los Angeles County. This public policy platform presents current and emerging policy issues in early care and education that are consistent with the County of Los Angeles State Legislative Agenda for the First Year of the 2015-16 Legislative Session. The platform identifies each of the legislative agenda items in **bold** followed by examples of efforts that may be addressed by proposed legislation and/or the proposed state budget.

Platform Issues

1. **Support efforts to enhance the quality of early care and education that set high standards for all services and program types and address the needs of all children, including those with disabilities and other special needs, and their families.**

   Such efforts should include, but not be limited to:

   - Addressing the early care and education needs of children from birth through age 12, including infants and toddlers, preschool and school age children, and children with disabilities and other special needs up to age 22, and their families.
   - Enhancing the quality of centers, family child care homes, and license-exempt care providers.
   - Promoting a strengthening families approach to meet the needs of children at risk for abuse, neglect or sexual exploitation or under the supervision of the child welfare system and children of families under the supervision of Probation.
   - Integrating early identification and intervention systems that recognize and respond early to young children who may be at risk for disabilities and other special needs.
   - Developing policies that encourage collaboration between early care and education programs and locally-funded projects and public agencies that foster child and family well-being through the provision of coordinated services.
   - Incorporating optimal health promotion policies and procedures as an integral component that contributes to the overall quality of early care and education services and programs.
   - Engaging parents as their child's first teachers and partners in promoting their child's optimal growth and development.

Pending Approval

2. **Support efforts to develop and implement a statewide quality rating and improvement system and a system to adjust reimbursement rates based on demonstrated quality.**

   Such efforts should include, but not be limited to:

   - Providing parents with clear, concise information on the quality of early care and education settings.

   - Fostering the engagement of parents that promotes their child's optimal healthy growth and development and learning.

   - Incorporating early learning standards that are research-based**,** culturally responsive to children from diverse cultural and linguistic backgrounds, aligned with existing regulatory systems and local quality initiatives, recognize and respond to the individual needs of children in group settings, and attend to families' needs for comprehensive services.

   - Building an infrastructure of technical assistance, financial supports and training, all of which are tied to defined quality standards, to help early care and education programs achieve and maintain high quality services.

3. **Support efforts to develop and sustain a well-educated and highly skilled professional workforce prepared to serve the culturally, linguistically diverse child and family populations of Los Angeles County.**

   Such efforts should include, but not be limited to:

   - Focusing on teachers and other members of the workforce gaining skills and demonstrating competencies in the following areas: how to provide instructional support to children, best practices in working with dual language learners, proficiency in recognition and response to children with disabilities and other special needs, health and nutrition best practices, engaging parents and guardians, and expertise on the spectrum of child development from birth through early adolescence. Workforce practice must be based on established early care and education research.

   - Offering coursework and instruction responsive to a multi-lingual, multicultural workforce, including but not limited to providing content in students' home language and offering classes during non-traditional hours.

   - Expanding early childhood educators' access to higher education through stipend programs, grant funds and loan forgiveness programs, higher compensation when they attain post-secondary degrees, and benefits (i.e. health insurance and retirement plans).

   - Facilitating child development or early childhood education coursework coordination and articulation between the community colleges and California State University (CSU) and University of California (UC) systems.

   - Supporting efforts to enhance the quality of the license-exempt care workforce and facilitating connections between license-exempt care and the larger system of early care and education.

Pending Approval

- Supporting alignment of teacher requirements under Title 22 with teacher requirements under Title 5.

4. **Support efforts to ensure the health and safety of all children cared for in licensed early care and education facilities as afforded by timely, regular, and frequent on-site monitoring by the California Department of Social Services, Community Care Licensing Division (CCLD).**

   Such efforts should include, but not be limited to:

   - Increasing to, at a minimum, annual inspections of centers and family child care homes.
   - Advocating for, at a minimum, annual unannounced inspections of all licensed facilities.
   - Providing that CCLD is sufficiently funded, staffed and held accountable to meet the standards, conduct timely reviews of licensing applications and responses to complaints, and provide technical assistance and resources to current and future licensees.
   - Ensuring that costs of obtaining and renewing the license (or licenses for programs with multiple sites) is reasonable and not an extraordinary burden to the licensee's cost of doing business.

5. **Support efforts to adequately fund high quality early care and education services for all children from low and moderate income families.**

   Such efforts should include, but not be limited to:

   - Expanding access to high quality subsidized services for all eligible children, including infants and toddlers and children with disabilities and other special needs as well as preschool and school age children.
   - Increasing levels of reimbursement in the Standard Reimbursement Rate (SRR) and the Regional Market Rate (RMR) to compensate providers for the true cost of high quality services.
   - Prioritizing funds targeted to infants and toddlers to meet the growing demand for high quality services.
   - Increasing funds for expansion of high quality full-day, full–year services for all ages.
   - Offering tax incentives to businesses to provide or subsidize employee's early care and education services.
   - Ensuring that the income ceiling for eligibility for State subsidized care reflects the current State Median Income (SMI), adjusted by region if appropriate.
   - Opposing proposals that would reduce subsidized rates based on geographic location.

Pending Approval

6. **Support the streamlining of California Department of Education/Early Education and Support Division (CDE/EESD) administrative processes to expand access for low-income families, ensure continuity of care, and promote flexible use of early care and education funding to meet the needs of families.**

   Such efforts should include, but not be limited to:

   - Allowing administrative efficiencies such as multi-year contracting, grant-based funding, and waivers on program rules and regulations to allow flexibility of services based on community and family needs.

   - Establishing a 12-month annual eligibility redetermination to allow for more stable enrollments for early care and education programs and continuous services for children and their families.

   - Ensuring agencies have the capacity to connect with and serve the most vulnerable and the most difficult-to-serve families.

   - Maintaining affordable family fees that do not exceed eight percent of gross family income.

   - Maintaining part-day State Preschool as a free, comprehensive early care and education program.

   - Allowing for various systems that serve vulnerable and low-income children and families to streamline administrative functions and share information in order to facilitate the enrollment of children in subsidized early care and education programs and to participate in joint data collection efforts.

7. **Support efforts to expand the supply of appropriate early care and education services by including these services into city and county general plans.**

   Such efforts should include, but not be limited to:

   - Integrating early care and education in specific plans for land use, housing, transportation, economic, workforce, and community development.

   - Facilitating the cost effective construction or renovation of early care and education facilities in communities with unmet needs for these services.

8. **Support proposals designed to prevent, detect, investigate and, when appropriate, prosecute fraud in subsidized child care and development programs.**

Pending Approval

9. **Support efforts to ensure that vulnerable children and their families have access to consistent, uninterrupted subsidized early care and education services.**

Such efforts should include, but not be limited to:

- Making sure that California Work Opportunity and Responsibility to Kids (CalWORKs) families have access to child care and education services, ensure that participating families are afforded the time and information needed to evaluate their child care and education options and make sound choices, and that allow parents to pursue or maintain employment.

- Promoting, facilitating and supporting consistent and continuous participation of children under the supervision of the child welfare system and Probation and their families in high quality programs that promote healthy child development and support effective parenting.

- Ensuring that all subsidized children – infants and toddlers, preschool age, and school age children – and their families have access to consistent and continuous high quality early care and education services that partner with parents to promote children's healthy growth and development and prepare them for school and life, and meet the needs of families.

- Addressing the needs of pregnant and parenting teens to ensure their access to high quality early care and education services that support their academic goals, promote positive and effective parenting skills, and contribute to their child's healthy growth and development.

- Facilitating access to high quality early care and education programs that are responsive to the unique needs of children and families experiencing homelessness.

Pending Approval

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COUNTY OF LOS ANGELES
OFFICE OF CHILD CARE
POLICY • PLANNING • PRACTICE

OFFICE OF CHILD CARE: OVERVIEW

The Office of Child Care envisions a high quality child care and development system accessible to all families that nurtures children's healthy growth and early learning, fosters protective factors[1] in families, and strengthens communities. The Office of Child Care supports policy recommendation formulation, planning, and implementation efforts of the County of Los Angeles Policy Roundtable for Child Care and Development and the Child Care Planning Committee to improve the availability, quality, and access to child care and development services for the children and families of Los Angeles County.

OFFICE OF CHILD CARE ACTIVITIES

Policy Roundtable for Child Care and Development

The Policy Roundtable for Child Care and Development (Roundtable) builds and strengthens early care and education by providing recommendations to the Board of Supervisors on policy, systems, and infrastructure improvement.

Child Care and Development Policy Framework 2014 - 16: A road map for County departments and community stakeholders to work collaboratively to expand the supply of and access to high quality child care and development services for children and families in Los Angeles County. The five goals of the Framework are: 1) Restore and Expand Funding, 2) Strengthen Policies on Eligibility and Access, 3) Maximize Access to Available Services, 4) Prioritize Quality Services, and 5) Expand Family and Community Engagement.

Child Care Planning Committee

The mission of the Child Care Planning Committee (Planning Committee) is to engage parents, child care providers, allied organizations, community, and public agencies in collaborative planning efforts to improve the overall child care infrastructure of the County of Los Angeles, including the quality and continuity, affordability, and accessibility of child care and development services for all families.

Needs Assessment and Strategic Planning: The Planning Committee periodically conducts **countywide needs assessments** on the supply and demand for child care and development services in Los Angeles County. The data from the needs assessment is used to develop priorities for the allocation of new state or federal child care and development subsidy funds. In addition, the Planning Committee has developed a comprehensive **strategic plan** for child care and development services, specifying outcomes, goals and strategies intended to promote quality, increase access, enhance qualifications and compensation for the workforce, and build a coalition of stakeholders with a unified voice advocating for a robust child care and development system.

Investing in Early Educators – Stipend Program

The Investing in Early Educators-Stipend Program, funded by the California Department of Education/Early Education and Support Division (CDE/EESD) and Race to the Top-Early Learning

[1] The five protective factors are: parental resilience, knowledge of parenting and child development, social connections, concrete supports in times of need, and Social and emotional competence of children.

Challenge (RTT-ELC) funds, is designed to increase the retention of teachers and family child care providers working in child care and development programs in which most of the children are subsidized by the CDE/EESD or working in programs participating in the Office of Child Care's RTT-ELC pilot. Cash stipends are awarded based on the completion of college coursework that contributes towards a degree in child development. Additional stipends are awarded for earning an Associate of Arts, Bachelor of Arts or Master Degree in child development or related field.

Race to the Top-Early Learning Challenge QRIS

Race to the Top-Early Learning Challenge (RTT-ELC) is a quality rating and improvement system (QRIS) intended to improve the quality of licensed family child care homes and child development centers serving children from ages birth to five who are "high need" (e.g. low-income, infants/toddlers, Dual Language Learners, special needs, homeless or are under the supervision of child protective services). The Office of Child Care's RTT-ELC pilot is serving over 500 programs by providing financial incentives, quality improvement training, coaching services and quality rating assessments. RTT-ELC is supported primarily with federal funds through the CDE/EESD with additional support from Los Angeles Universal Preschool (LAUP).

County Employee Child Care and Development Centers

Assists County departments in developing employee child care and development services. There are currently 12 County child care and development programs. The programs offer quality services in center-based programs to children from six weeks to six years of age.

Public Policy

On behalf of the Roundtable and Planning Committee, the Office of Child Care keeps abreast of research, economic trends, demographic shifts and trends, and Federal and State legislation to develop recommended actions for consideration by the Board of Supervisors on issues relating to child care and development.

Research and Publications

On behalf of the Roundtable and Planning Committee, the Office of Child Care oversees research and the development of reports and publications that tackle issues relating to enhancing the quality of child care and development programs that are accessible and affordable for families and prepare all children for school and life success.

Communications

Manages a **website** with current information on the activities as outlined in this overview as well as helpful links and resources on an array of issues including but not limited to regulatory compliance; child care resource and referral agencies; assessing and enhancing quality; identification and inclusion of children with special needs; navigating the child care and development system and subsidy programs; professional development; data, research, and policy; financing, funding, and technical assistance; professional associations and collaboratives; and connecting families to community resources. Forwards information on upcoming conferences, professional development and training offerings, emerging research and policy issues, funding opportunities, employment announcements and more to **listservs** comprised of early care and education stakeholders, policy makers and others.

For more information on the work of the Office of Child Care, located within the Service Integration Branch of the Los Angeles County Chief Executive Office, and on behalf of the Roundtable and Planning Committee, call (213) 974-4103 or visit our website at www.childcare.lacounty.gov.

COUNTY OF LOS ANGELES
OFFICE OF CHILD CARE
POLICY • PLANNING • PRACTICE

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[1] QRIS – Quality Rating and Improvement System

The Office of Child Care is a division of the Service Integration Branch within the Chief Executive Office of the County of Los Angeles.

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A Brief Guide to County-Related Bodies Addressing Children's Issues in Los Angeles County

Los Angeles County encompasses over 4,000 square miles, includes 88 incorporated cities, and is home to over 10 million people The Los Angeles County Office of Education reports that 90 different languages are spoken by students enrolled in the 80 K-12 school districts within the County. Families living in Los Angeles County cover the spectrum from the wealthiest and the poorest in the country.

The size, density and diversity of the County tend to complicate how services are developed and accessed by families. As a result, a number of County-related committees and commissions have evolved to address both service specific and service integration issues. The following information offers the reader a very brief description of groups that are currently working on children's issues.

Child Care Planning Committee (Planning Committee)

Enabling Authority: State legislation AB 2141, adopted in 1991 and AB 1542 adopted in 1997

Established: June 1991

Membership: Per the California Education Code Section, the 50 members are appointed by the Board of Supervisors and the County Superintendent of Schools, and represent five categories: child care consumers; child care providers; community representatives; public agency representatives; and discretionary. Each category accounts for 20 percent of the membership.

Focus: The Planning Committee implements the mandates described in the California Education Code and works closely with the California Department of Education (CDE) on issues related to child care and development funded by CDE. Mandates include:

- Conduct a countywide child care needs assessment every five years, addressing child development services for children birth through 12 years of age;
- Develop a countywide plan to meet identified needs; and
- Identify service gaps for subsidized child care.

Contact: Michele Sartell
Office of Child Care
Telephone: (213) 974- 5187
Website: www.childcare.lacounty.gov

Commission for Children and Families

Enabling Authority: County Ordinance

Established: May 1984

Membership: The Commission consists of 15 persons, three appointed by each member of the Board of Supervisors. Members have knowledge and experience in the area of children's services.

Focus: The Commission for Children and Families reviews all programs administered by County departments that provide services to children at risk, receives input from persons and community groups related to County administered services, and makes recommendations to the Board of Supervisors and County departments.

Contact: Sylvia Drew Ivie
Telephone: (213) 974-1558
Website: www.lachildrenscommission.org

Education Coordinating Council (ECC)

Enabling Authority: Action of the Board of Supervisors

Established: November 2004

Membership: Twenty-four members drawn from school districts, County departments, juvenile court, city and County commissions, advocacy groups, community agencies, and youth and their caregivers.

Focus: To raise the educational achievement of foster and probation youth throughout the Los Angeles County to equal that of other youth.

Contact: Vincent Holmes
Telephone: (213) 974- 5950
Website: www.educationcoordinatingcouncil.org

First 5 LA Commission

Enabling Authority: Proposition 10, which was approved by California voters in November 1998

Established: December 1998

Membership: Thirteen members are appointed by the Board of Supervisors, including the Directors of the Departments of Children and Family Services, Public Health and Mental Health, an expert on early childhood education, and five members, each nominated by a member of the Board of Supervisors. Ex officio members include representatives of the Commission for Children and Family Services, the Los Angeles County Office of Education, the Interagency Council on Child Abuse and Neglect, and the Policy Roundtable for Child Care and Development. The Chair of the Board of Supervisors serves as the Commission Chair.

Focus: The First 5 LA Commission administers the County of Los Angeles portion of the tobacco taxes levied by Proposition 10, and directs these funds to services that will increase the number of children from prenatal stage through age five who are physically and emotionally healthy, safe and ready to learn.

Contact: Kim Belshé, Executive Director
Telephone: (213) 482-5902
Web: www.first5la.org

Inter-Agency Council on Child Abuse and Neglect (ICAN)

Enabling Authority: County Ordinance

Established: 1977

Membership: ICAN membership includes 32 County, City, State and Federal agency heads, five private members appointed by the Board of Supervisors, and a representative from UCLA.

Focus: ICAN is dedicated to improving the lives of abused, neglected, and at-risk children through multi-disciplinary efforts that support the identification, prevention, and treatment of child abuse and neglect. ICAN provides advocacy at the County, State and Federal levels.

Contact: Deanne Tilton, Executive Director
Telephone: (626) 455-4585
Web: www.ican4kids.org

Los Angeles Universal Preschool (LAUP)

Enabling Authority: Action by the First 5 LA Commission

Established: September 2004

LAUP Board of Directors: Five members are appointed by the County Board of Supervisors. The Superintendent of the Los Angeles County Office of Education, and one representative of First 5 LA serve as ex officio members. Eight additional members are elected by the Board of Directors.

Focus: LAUP is committed to making high-quality preschool available to every four-year-old, regardless of their family's income. LAUP currently funds nearly 400 preschool sites throughout the County and provides resources to enhance the quality of education received by children attending LAUP-funded preschools.

Contact: Celia Ayla, Ph.D., Chief Executive Officer
Telephone: (213) 416-1222
Web: www.laup.net

Policy Roundtable for Child Care and Development (Roundtable)

Enabling Authority: County Ordinance

Established: March 2000

Membership: The 25 members are appointed by the Board of Supervisors and represent a variety of backgrounds such as business, education, early childhood, research, and economics.

Focus: The Roundtable is charged with reviewing and developing policies that affect the supply, affordability and quality of local child care and development services for the purpose of advising the Board of Supervisors.

Contact: Kathleen Malaske-Samu, Director
Office of Child Care
Telephone: (213) 974-4103
Web: www.childcare.lacounty.gov

COUNTY OF LOS ANGELES STRATEGIC PLAN
2014 Update

GOAL 1: OPERATIONAL EFFECTIVENESS/FISCAL SUSTAINABILITY:
Maximize the effectiveness of processes, structure, operations, and strong fiscal management to support timely delivery of customer-oriented and efficient public services.

Strategic Initiative 1: Sound Fiscal Management/Capital Investments

Strengthen County's capacity to sustain essential services through proactive and prudent fiscal policies and stewardship while investing in the future by studying, prioritizing, and pursuing the highest-need capital projects.

Focus Areas:

- **County Fiscal and Budget Policies**
  Review, update and enhance the County's fiscal and budget policies to reflect the Board's commitment to being a leader among government entities.

- ***Forecasting County Revenue Streams***
  Expand and refine the County's capability for short and long-term forecasting of the major discretionary revenues.

- ***Debt Management Guidelines***
  Prepare policy guidelines for maximum annual debt service payments on outstanding short- and long-term debt obligations as a percentage of annual expenditures.

- **Capital Investments**
  Complete the assessment of the current condition of all County facilities, prepare a long-term forecast of ongoing and periodic maintenance requirements, and develop a replacement plan for County facilities that have exceeded their useful life and can no longer be supported or maintained.

Strategic Initiative 2: Targeted Risk Management

Focused risk management activities based on trends identified through updated technology and enhanced communication pathways.

Focus Areas:

- **Upgrade the Workers' Compensation Claims Management System**
  Integrate and update the Claims Management System with internal and external technology to harness advanced mitigation and cost-control methodologies, as well as ease the complexity of departmental access to reporting mechanisms.

- **Enhance Reporting Technology**
  Implement next generation dashboard, claim system analytics and reporting technology to identify opportunities for prevention efforts, cost containment and operational efficiencies.

- **Department Cost Driver and Service Integration**
  Provide departments semi-annual cost driver, trend indications and recommendations for actionable items to reduce the overall costs of risk.

- **Best Risk Management Practices**
  Coordinate existing best practices and develop new risk-based practices for implementation based on recommendations and trends indicators.

Strategic Initiative 3: Countywide Contracting Improvement Initiative

Implement improvements in the contracting process by standardizing and incorporating best practices while ensuring compliance with public procurement laws and County policies.

Focus Areas:

- **Implement the Countywide Contracts Management System (CCMS)**
  Identify, plan and initiate a phased approach to implement CCMS with County departments that are soliciting Proposition "A" contracts in Fiscal Year 2014-15, and converting Community and Senior Services to the County's standard contracting models.

- **Integrate CCMS with the Vendor Self Service (VSS**)
  The integration of CCMS with the VSS enterprise application will provide a means for contractors to electronically respond to County solicitations.

- **Develop and Implement Advanced, Specialized Contract Process Training**
  Expand existing countywide contract process training to include specialized training in the varied acquisition strategies and disciplines used in the County solicitation process.

Strategic Initiative 4: Innovative Technology Application

Develop innovative Information Technology solutions that achieve efficiencies and transform service delivery.

Focus Areas:

- **Expand and enhance e-Government Initiatives**
  Provide opportunities to improve and expand constituent access to County services and information utilizing websites, mobile applications and other e-government technologies.

- **Establish shared technology platform to support mobile services**
  Implement shared mobile technologies to enable departments to support their mobile workforce.

- **Deploy shared computing platform, tools and services for electronic forms and workflow**
  Establish a shared computing environment to enable departments to automate the use of electronic forms to improve constituent engagement and operational efficiencies.

- **Expand the County's Information Management systems**
  Implement governance and identify technologies to facilitate secure data sharing, information exchange and data analytics in support of the County's operations.

- **Establish County-wide sourcing agreements**
  Establish single countywide agreements to reduce cost and effectively service county departments.

Strategic Initiative 5: Legacy System Replacement

Develop criteria, establish priority, fund and initiate the modernization or replacement of critical legacy systems.

Focus Areas:

- **Establish Legacy modernization criteria and priority**
  Implement a formal process for the review and evaluation of legacy systems to prioritize and plan for modernization and replacement.

- **Create an on-going funding program for IT Legacy Systems**
  Implement a formal IT Capital Planning Process to fund the modernization and replacement of IT Legacy systems.

- **Engage departments to identify and plan for the modernization or replacement of critical legacy systems.**
  Collaborate with the Chief Information Officers Council and Leadership Committee to identify and plan for the modernization or replacement of critical legacy systems.

- **Launch department legacy replacement initiatives.**
  Coordinate with departments to facilitate the modernization or replacement of at-risk legacy systems.

COUNTY OF LOS ANGELES STRATEGIC PLAN
2014 Update

GOAL 2: COMMUNITY SUPPORT AND RESPONSIVENESS:
Enrich lives of Los Angeles County residents by providing enhanced services, and effectively planning and responding to economic, social, and environmental challenges.

Strategic Initiative 1: Customer Service Innovation/Enhancement

Reinvent how County services and products are provided to the public, utilizing more intuitive, customer-centric approaches to achieve maximum outcome and customer satisfaction.

Focus Areas:

- **Voting System Modernization**
  Continue multi-year effort to modernize the County's voting system through iterative and open process, maximizing stakeholder input.

- **Effective Small Business Assistance**
  Improve the County's interaction with small business owners, providing useful, timely information, and better guidance in navigating through the County's procedural requirements.

- **Redesigned Websites for Customer Engagement and Government Transparency**
  Redesign the County's digital Annual Report with a number of innovative features focused on increased transparency and access; and redesign the County's homepage utilizing the latest technologies and web standards to exemplify functionality, efficiency, flexibility, accessibility, and transparency.

Strategic Initiative 2: Job Creation Efforts

Increase the number of Los Angeles County residents that obtain employment in industries and sectors that pay living wages and provide a path for future professional growth.

Focus Areas:

- **Business Services**
  Establish a countywide business service strategy that aligns education, training and competitive grant opportunities with economic development strategies that meet the workforce needs of high-growth industries and businesses in the region.

- **On-the Job Training & Subsidized Employment**
  Expand the number of CalWORKs' participants, veterans, non-custodial parents and other vulnerable populations in "earn and learn" models that provide them with meaningful work experiences that lead to permanent employment with potential career pathways in high-growth industries.

- **Summer Youth Employment**
  Provide short-term employment opportunities to CalWORKs, foster and other low-income youth in industries in which they gain valuable skills necessary for academic and professional success.

- **County Workforce Enhancement**
  Expand innovative recruitment strategies and online access to workforce and training programs that lead to job opportunities. This includes internships, fellowships and mentoring programs to attract talented individuals to the County's workforce system.

Strategic Initiative 3: Emergency Preparedness Expansion

Enhance emergency preparedness through continued investment in personnel, training and facilities.

Focus Areas:

- **Inclusive Emergency Planning**
  Enhance the accessibility of County emergency preparedness programming to people with disabilities and others with access and function needs through continued outreach and engagement.

- **Emergency Management Training and Exercise Program**
  Provide a training and exercise program to develop and maintain qualified emergency management personnel to facilitate County preparedness, response and recovery efforts.

- **County Continuity of Operations Planning (COOP)**
  Coordinate the COOP for all applicable County departments to improve their capability to sustain the delivery of critical County services to the public during disasters and catastrophic events.

- **Community Preparedness Planning for County Unincorporated Areas**
  Implement community focused emergency preparedness/public education programs in the unincorporated portions of the County and strengthen participation by non-government organizations in supporting general preparedness efforts Countywide.

- **County Emergency Operations Center (CEOC) Assessment**
  Assess the existing CEOC and determine the need for renovation or replacement to ensure a state-of-the-art facility from which to command the County's emergency organization in times of disaster and catastrophic events.

Strategic Initiative 4: Healthy Neighborhood Projects

Use existing resources to initiate local community-involved discussions to pinpoint specific health and behavioral health issues of concern to high-need neighborhoods in Los Angeles County.

Focus Areas:

- **Blueprint for creating and sustaining Healthy Neighborhoods**
  Host a Healthy Neighborhood Planning Summit that brings together relevant County and city agencies, educational and academic institutions, advocacy groups, civic bodies, non-profit organizations, health plans, providers and elected officials to discuss and provide input for creating a blueprint to roll out the Healthy Neighborhoods strategy in Los Angeles County.

- **Oversight & Accountability**
  Develop an inclusive governing body to advise the County and its Departments on the implementation of the blueprint.

- **Healthy Neighborhood pilot**
  Identify pilot communities using existing and newly identified resources, and engage community members to initiate discussions on the social determinants of health and behavioral health outcomes and on collaborating to develop community-based strategies for addressing them. The pilot would also assist in the development of governing bodies at the neighborhood level where one does not currently exist, and develop a blueprint for building neighborhood capacity to ensure long-term self-sufficiency.

- **Expand access to services**
  Build upon existing service areas and ethnic or culturally-specific relationships and expand partnerships in each service area to improve access to and coordination of primary care, mental health and substance use treatment services.

- **Enhance collaborative care**
  Develop and publish specific mechanisms to improve referrals, clinical services, care coordination and information sharing functions between all relevant partners.

Strategic Initiative 5: Environmentally Sustainable Practices

Provide services and operate facilities in a manner that reduces consumption of energy, water, and other resources; promotes the use of renewable energy sources; enhances quality of life; and continues to protect the environment.

Focus Areas:

- **Net-zero water (Sustainable water resources)**
  Develop projects and services to improve sustainable local water supplies.

- **Net-zero waste (Solid waste reduction and recycling)**
  Optimally manage and reduce solid waste by diverting from waste stream and maximizing recycling opportunities.

- **Net-zero energy (Energy and greenhouse gas)**
  Reduce fossil fuel and fossil-fuel-based energy consumption in the County's services and operations and in the community while producing or procuring energy from renewable sources to reduce greenhouse gas emission and the impact on climate change.

COUNTY OF LOS ANGELES STRATEGIC PLAN
2014 Update

GOAL 3: INTEGRATED SERVICES DELIVERY:
Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.

Strategic Initiative 1: Launch of Health Care Reform

Support continued transformation of the health delivery system with the goal of improving quality of care, access to care, and patient experience while safeguarding long-term fiscal sustainability of County services.

Focus Areas:

- **Enhance Primary Care and Continuing Care Outpatient Clinics**
  Further develop the capabilities of the Department of Health Services' (DHS') Patient Centered Medical Homes (PCMHs), focusing specifically on fine-tuning empanelment, increasing capacity for panel management, facilitating transitions in care, and refining team member roles and responsibilities.

- **Expand the use of electronic consultations and referrals**
  Implement DHS' electronic consultation and referral tool, e-Consult, across all major medical and surgical specialties and all referring providers within DHS and the community partner network.

- **Build Managed Care Capabilities**
  Build DHS' capability to perform utilization management, claims administration, revenue contracting, and other core managed care functions.

- **Implement an Integrated Electronic Health Record**
  Go-live with DHS' integrated Electronic Health Record at the first location, Harbor-UCLA Medical Center.

- **Housing for Health**
  Provide permanent supportive housing for 800 individuals in collaboration with other County health and social service departments.

Strategic Initiative 2: Strengthening and Integrating Youth Protection Programs

Continue collaborative efforts among County departments and outside partners to protect children and youth in Los Angeles County.

Focus Areas:

- **Prevention of Child Sex Trafficking**
  Develop comprehensive strategies for identifying and working with youth involved in human sex trafficking to get them out of the business.

- **Recommendations from the Blue Ribbon Commission on Child Protection (BRCCP)**
  Develop a comprehensive plan, including appropriate personnel and financial resources, to implement BRCCP recommendations, including a focus on integrating services across County departments and policy clusters. Create multi-departmental and cross-cluster data management systems.

- **Health Care Benefits Enrollment**
  Provide easy-to-access Medi-Cal enrollment services to parents with children involved in the dependency system to enable them to reunite with their children in a timely manner.

Strategic Initiative 3: Implementing Jail Reform

Improve conditions in the County jails by establishing an Office of the Inspector General (OIG) and implementing Vanir recommendations on Jail Plan.

Focus Areas:

- **Development of the Office of Inspector General**
  In conjunction with the Executive Office of the Board of Supervisors and County Counsel, complete and continue to monitor the implementation of the OIG, including the establishment of an organizational structure and corresponding funding for the OIG.

- **Implement Vanir Recommendations on Jail Plan**
  Implement and monitor Vanir recommendations that include: 1) completion of program space requirements for five jail options, including development of Consolidated Treatment Facility; 2) development of space plans and construction cost options for alternative facilities for women at Pitchess Honor Rancho and Mira Loma; 3) completion of scoping documents to preserve $100 million of SB 900 grant funding to construct new jail facility; 4) preparation of operating costs and custody planning plans for the five jail options; and 5) development of innovative treatment programs to provide quality mental health services to mentally ill inmates.

Strategic Initiative 4: Refinement of AB 109 (Public Safety Realignment) Implementation

Refine implementation of AB 109 with emphasis on seeking alternatives to incarceration and monitoring quarterly performance and budget reports.

Focus Areas:

- **Alternatives to Incarceration**
  The Chief Executive Office (CEO) shall review proposals for pilot programs related to the Sheriff's alternative to incarceration efforts.

- **Implementation Updates**
  Review and analyze quarterly performance measure and status updates provided by all Departments involved with AB 109 implementation.

- **Cost Analysis and Revenue Review**
  The CEO and Auditor-Controller shall review and analyze quarterly departmental claims reports for reimbursement of AB 109 related costs, as well as monitor claims, cash flow and revenue of AB 109 funds within the trust account.

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We...

- Provide mental health services to more than 260,000 people with mental illness, and make nearly 20,000 field visits in collaboration with law enforcement.
- Are the conservator to 3,300 persons who have mental illness or are frail elderly adults.
- Care for over 18,000 inmates each day at seven county jails.
- Provide child support services to more than 289,000 children monthly, collecting more than $452 million in child support payments annually.
- Provided grants to 86 theaters, 12 museums, 29 orchestras, five festivals, and 30 dance companies for 2009-10, and produced and broadcast the free Holiday Celebration at the Music Center, highlights of which were aired a total of 1039 times on 279 PBS stations across the nation in 2010.
- Responded to 71,600 telephone inquiries for planning, zoning and subdivision information.
- Investigated 9,148 reports of zoning code violations in the unincorporated areas of Los Angeles County.
- Conducted 1,052 discretionary land use permit inspections in unincorporated Los Angeles County to ensure regulatory compliance.
- Develop a trillion-dollar property assessment roll, the largest in the nation, which includes 2.6 million home and commercial parcels.

Enriching Lives
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Board of Supervisors

Gloria Molina
First District

Mark Ridley-Thomas
Second District

Zev Yaroslavsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

Public Affairs
Chief Executive Office
County of Los Angeles, Room 358
Kenneth Hahn Hall of Administration
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August 2014

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Quick Facts:

About County of Los Angeles Services

We...

- Circulate more than 16 million books and materials through our 86 libraries and four bookmobiles.
- Answer more than 10 million questions annually at our libraries.
- Inspected 65,577 gas and diesel pumps and 35,031 scales in 2009 to ensure their accuracy.
- Welcome more than 21 million persons each year to county parks and facilities and have 19 public golf courses.
- Maintain and operate 25 miles of public beaches and the largest, man-made harbor in the country.
- Responded to 302,960 emergency calls in 2009, including 8,242 fires and 12,686 ocean and boat rescues.
- Conducted 29,915 fire prevention inspections in 2009.
- Provided 775,726 immunizations in 2010 to protect residents against everything from diphtheria to polio.
- Provided 165,322 environmental health inspections, including 55,544 inspections of restaurants and 15,093 inspections of food markets.
- Provide healthcare services to approximately 690,000 persons annually, including nearly 270,000 emergency and trauma visits.
- Coordinated 570,000 emergency medical "911" responses in 2009 through the Emergency Medical Services (EMS) Agency.
- Placed or returned to owners 30,485 animals in 2010, and responded to more than 107,300 calls for animal control assistance.

We...

- Operate one of the largest flood control systems in the world, including 14 major dams, 2,834 miles of underground storm drains, more than 80,000 catch basins, and 487 miles of open channel.
- Maintain more than 3,218 miles of major roads and local streets in unincorporated areas and 1,014 miles in 16 contract cities.
- Own and administer five general aviation airports.
- Issue an average of 40,000 building permits annually at a construction valuation of over $1.5 billion. This is in conjunction with providing plan review for more than 11,000 projects and an average of 250,000 building inspections to verify compliant construction and safe habitation of buildings.
- Issued 308,129 copies of birth certificates, 39,248 copies of death certificates and 135,137 copies of marriage certificates. We receive more than 1,300 requests daily for certified copies of birth, death and marriage certificates.
- Issued 52,079 marriage licenses and performed 11,177 marriage ceremonies.
- Maintain more than 206 million deeds, mortgages, liens and other real estate records.
- Investigate more than 69,000 cases of suspected child abuse and neglect annually, involving approximately 150,000 children.
- Handle the adoptions of more than 1,550 children each year and complete assessments for more than 300 independent adoptions and over 265 stepparent adoptions.
- Supervise 32,300 children monthly, approximately 15,800 are in out-of-home-care.

We...

- Serve 2,514,994 million meals to the elderly annually, including 1,046,144 to persons who are homebound.
- Assist an average of 2,500 CalWORKs and GROW domestic violence victims on a monthly basis in 40 DPSS-contracted Domestic Violence agencies, out of which, 26 are Domestic Violence shelters.
- During Fiscal Year 2009-10, and as a result of the American Recovery and Reinvestment Act (ARRRA), we assisted 6,185 youth attain summer employment. An additional 6,100 youth received summer jobs through the Emergency Contingency Fund (ECF) Summer Youth Program during 2010-2011. Additionally, we provided basic skills training and employment opportunities to over 2,443 youth in our Workforce Investment Act (WIA) program.
- Resolved 6,800 dispute resolution cases in 2009.
- Investigated 28,779 senior and dependent adult abuse cases in 2009.
- Provide in-home supportive services to approximately 184,161 aged, blind and disabled persons per month.
- Provide cash assistance to approximately 536,000 individuals per month including welfare recipients, refugees, and immigrants.
- Offer employment-related services to approximately 112,000 welfare recipients per month.
- Provide Medi-Cal coverage to approximately 2.2 million adults and children each month.
- Provide food benefits to 444,205 families and individuals each month with a total of approximately 968,200 adults and children receiving these benefits.

County of Los Angeles
Board of Supervisors

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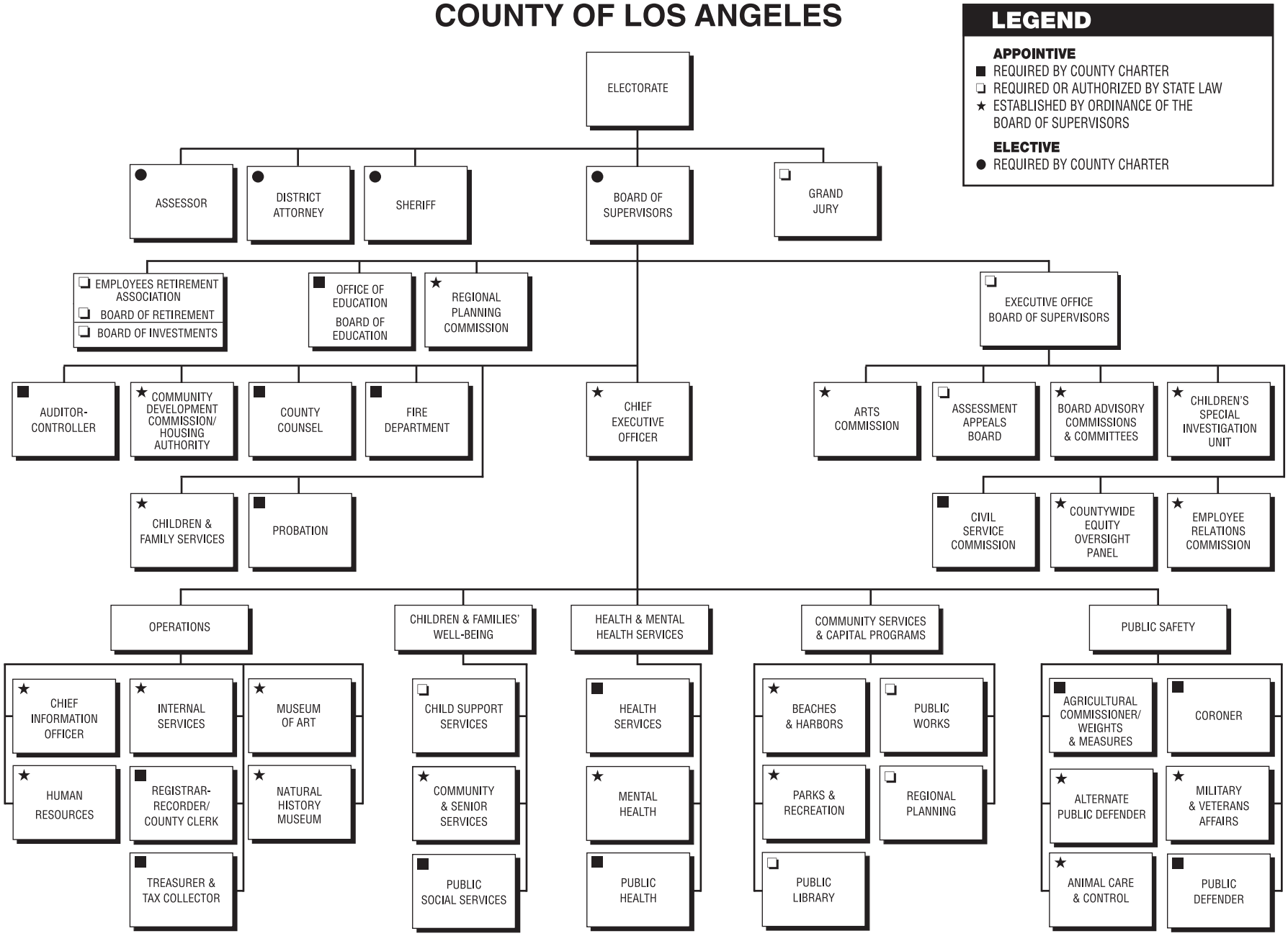
Updated: August 12, 2014

COUNTY OF LOS ANGELES



Footnote: Several departments report directly to the Board of Supervisors or are headed by elected officials, but work with the Chief Executive Office through the clusters. These are: Assessor, Auditor-Controller, Executive Office of the Board of Supervisors, County Counsel (Operations); Community Development Commission (Community Services and Capital Programs); Children & Family Services (Children & Families' Well-Being); Sheriff, District Attorney, Fire, Probation (Public Safety).

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COUNTY OF LOS ANGELES
CHILD CARE PLANNING COMMITTEE
POLICY • PLANNING • PRACTICE

REFERENCE MATERIALS

Title	Subject	Location
BASIC CHILD CARE PLANNING COMMITTEE (PLANNING COMMITTEE) MATERIALS		
Membership Manual		
Planning Committee Fact Sheet	One page overview of Planning Committee History and Purpose	www.childcare.lacounty – go to "About Us" and then "Child Care Planning Committee"; click on "Membership Manual"
Planning Committee Policies and Procedures	Rules and Procedures related to Planning Committee functions	
Office of Child Care Staff Directory	Listing of key program staff of the Office of Child Care	
A Brief Guide to County-related Bodies Addressing Children's Issues in Los Angeles County	Description of all committees and commissions informing/advising or reporting to the Board of Supervisors related to children and families.	
General Membership and Meeting Resources		
Membership Roster	List of all current members, affiliations and contact information	www.childcare.lacounty – go to "About Us" and then click on "Child Care Planning Committee"
Meeting Schedule	A list of meeting dates and locations (as they are determined)	
Child Care Planning Committee Work Groups	Descriptions of each work group	
OFFICE OF CHILD CARE AND PLANNING COMMITTEE PROGRAMS AND PROJECTS		
Investing in Early Educators – Stipend Program	Overview of Stipend Program and links to download instructions and applications for current cycle	www.childcare.lacounty.gov – click on "Investing in Early Educators – Stipend Program"
Race to the Top-Early Learning Challenge (RTT-ELC)	Overview of RTT-ELC, links to up-to-date versions of the Quality Rating Standards, and application materials	www.childcare.lacounty.gov – go to "Race to the Top-Early Learning Challenge (RTT-ELC)"
Temporary Voluntary Transfer of Funds (TVTF)	Description of process for transfer of funds among California Department of Education/Early Education and Support Division (CDE/EESD)-contracted agencies and request forms	www.childcare.laocunty.gov – go to "About Us" and then click on "Child Care Planning Committee"; scroll down for "*Temporary Voluntary Transfer of Funds"*
Request to Change Service Area Priorities	Guidelines for requesting and reviewing requests from CDE/EESD-contracted agencies	www.childcare.laocunty.gov – go to "About Us" and then click on "Child Care Planning Committee"; scroll down for "*Request to Change Services Area Priorities"*
RESOURCES FOR PARENTS AND COMMUNITIES		
Navigating Subsidized Early Care and Education Systems and Subsidy Programs	Fact sheets and guidance in identifying family need, resources, eligibility, and required documentation for subsidized child care and development services	www.childcare.lacounty.gov – go to "Resources for Parents and Communities"

Title	Subject	Location
For Pregnant and Parenting Teens	Guide on child care and development resources for pregnant and parenting teens	
Children with Special Needs	Targeted to parents and professionals, directories of resources relating to children at risk for or with disabilities and other special needs	
LEGAL AND CONTRACTUAL REQUIREMENTS		
Brown Act	Introductory description and complete text of law regulating open public meetings	www.brownact.org
LPC Program Requirements	A description of the basic functions and mandates for each local planning council	www.cde.ca,gov – go to Child Development and then Resources; click on LPC
PLANNING COMMITTEE REPORTS AND PUBLICATIONS		
Strategic Plan for Child Care and Development in Los Angeles County – 2013-18	Addresses four overarching goals: quality, access, Planning Council role, and workforce	www.childcare.lacounty.gov - go to "About Us" and then Child Care Planning Committee – click on "Publications and Reports"
Needs Assessment Data Sheets – 2013	A listing a zip codes with priorities for funding for general center-based (all ages) and ½ day preschool programs (3-5 year olds)	
Needs Assessment 2011	Full report on demographics, supply and preference data for child care services by SPA	
Flow Chart – Publicly Funded Child Care and Development Services in Los Angeles County	Flow chart indicating the sources and pathways for the flow of government funding	
COUNTY OF LOS ANGELES INFORMATION AND RESOURCES		
Supervisory Districts	District maps, community listings, and contact information	www.bos.co.lac.a.us – click on each supervisors name and then to district map, etc.
OTHER RESOURCES		
Child Care Resource and Referral Agencies	Website with contact information, service areas and links to individual agency websites and information on training opportunities targeted to child care and development programs	www.ccala.net
Helpful Links and Resources	Hosted by the Office of Child Care, links to an array of resources on topics relevant to child care and development programs and the children and families they serve	www.childcare.lacounty.gov – go to "About Us" and then click on "Helpful Links and Resources"
Department of Social Services, Community Care Licensing Division	A list of offices and contact numbers; licensing guidelines, etc.	www.ccld.ca.gov – click on "Child Care Licensing Website"
PUBLIC POLICY		
County		
County Legislative Agenda	County of Los Angeles Board of Supervisors adopted State and Federal Legislative Agenda for the upcoming session; contains child care and development items submitted by the Planning Committee and Policy Roundtable for Child Care (Roundtable)	www.childcare.lacounty.gov – click on "Public Policy"

Title	Subject	Location
Public Policy Platform	Planning Committee and Roundtable policy platform for the current legislative session	
State		
State Legislative Districts	Maps and contacts for each Assembly and Senate District in the County	www.legislature.ca.gov – under Districts, then Map search.
Official CA Legislative Information	Search for bills as introduced and amended, committee analyses and status updates	http://www.leginfo.ca.gov/bilinfo.html
On the Capital Doorstep	Overview of CDE Child Development Division, legislative process, history of child care legislation, current bills, etc.	www.otcdkids.org
Legislative Analyst's Office	Provides fiscal and policy advice to the legislature; prepares reports publications on various policy areas inclusive of early care and education	www.lao.ca.gov; select "Policy Area" and then "Education"
Federal		
Federal Legislative Districts	Maps and links to Legislators' websites	www.house.gov www.senate.gov
Federal Legislation - Thomas	Legislative information from The Library of Congress, including access to bills	http://thomas.loc.gov

www.childcare.lacounty.gov - go to "About Us" and then Child Care Planning Committee – click on "Publications and Reports"