



Santa Barbara County

Strategic Plan for Early Care and Education, 2006-2015

Implementation Plan

Revised June 2011 by:

Santa Barbara County Child Care Planning Council



Introduction

Since the *Strategic Plan for Early Care and Education for Santa Barbara County, 2006-2015*, was completed in 2006, the Strategic Plan Committee of the Santa Barbara County Child Care Planning Council has endeavored to track efforts made to achieve its goals and objectives. In June 2011, the Committee completed a detailed review of the plan and revised objectives, strategies, stakeholders and timelines as needed. The revisions made respond to findings of the needs assessment for early care and education, completed by the Council in 2010, changes in the economic climate and local agencies and institutions, and reflect progress made and challenges encountered. This document reports progress made towards accomplishment of the objectives and activities undertaken by stakeholders to implement strategies, and revisions to the original implementation plan for the *Strategic Plan for Early Care and Education for Santa Barbara County*.

The Council and the Strategic Plan Committee will continue to monitor and revise the Plan in an ongoing effort to guide our countywide community towards a high quality early care and education system for all children and their families in Santa Barbara County. Members of the community are encouraged to join this effort by supporting strategies described in this report or by undertaking an activity listed in *A Call to Action*.

Desired Outcome I: Caring communities support high quality early care and education throughout Santa Barbara County.

Goal 1: The public will be informed about the importance of early care and education.

Objective 1: By June 2008, develop and implement a public awareness campaign to inform the community about the importance of high quality early care and education.

Outcome Measure: 2006 – *No plan* 2008 – Plan developed, materials prepared, website launched

Data Source: Santa Barbara County Child Care Planning Council

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Develop a public awareness/media action plan	<i>Council Ad Hoc Committee Surf Media</i>	<ul style="list-style-type: none"> ▪ Written plan 	<ul style="list-style-type: none"> ▪ June 2007 	<ul style="list-style-type: none"> ▪ <i>Steering Committee decision to contract plan development Jan. 2007</i> ▪ <i>Plan completed June 2007. (SurfMedia)</i>
2. Identify and recruit key stakeholders to implement the public awareness plan	Council Strategic Plan Committee ECE Infrastructure Initiative KIDs Network CalSAFE* Coord. Comm	<ul style="list-style-type: none"> ▪ Current list of stakeholders ▪ Calendar of meetings with stakeholders ▪ MOU's with Stakeholders 	<ul style="list-style-type: none"> ▪ Tabled 	<ul style="list-style-type: none"> ▪ <i>Ad Hoc 2009 developing list Fall 2009</i> ▪ <i>Contacting Chambers and businesses Fall 2009, scheduling dates</i> ▪ <i>Outreach through Downtown Collaborative 2008-2009</i>
3. Create materials to support implementation of the plan	Stakeholders: Council First 5 ECED* R&R* Media KIDs Network	<ul style="list-style-type: none"> ▪ Brochure ▪ Talking points ▪ Press releases ▪ Public service announcements (radio, TV, newspaper articles) ▪ Scorecard 	<ul style="list-style-type: none"> ▪ Ongoing 	<ul style="list-style-type: none"> ▪ <i>Posters, magnets, bookmarks, printed 2008</i> ▪ <i>PSA's designed, translated and produced 2008</i> ▪ <i>Quality CC website completed March 2008</i> ▪ <i>Phase 2 posters printed 2009</i> ▪ <i>Quality definition approved May 2010</i> ▪ <i>Phase 2 materials prepared and printed 2011</i> ▪ <i>Q website revised 2011</i>
4. Implement awareness strategies identified in the public awareness/media action plan	Council Speakers Bureau Council: PAAT* First 5 ECED* R&R* Other recruited stakeholders	<ul style="list-style-type: none"> ▪ Completed activities 	<ul style="list-style-type: none"> ▪ June 2008 to June 2015 	<ul style="list-style-type: none"> • <i>Launch – Quality Tours March 2008</i> • <i>Materials distributed by Council members and partners, ongoing 08-09</i> • <i>PSA broadcast by North County radio March 2008</i> • <i>Q campaign talking points highlighted in 3 radio interviews July 2010</i> • <i>Monitor website traffic April 2008 - ongoing</i>

*See page 24 for acronyms.

Desired Outcome I: Caring communities support high quality early care and education throughout Santa Barbara County.

Goal 2: All entities participating in the early care and education of children will be part of a coordinated, integrated countywide system.

Objective 1: By December 2006, a Centralized Eligibility List (CEL) for subsidized care will be fully operational

Outcome Measure: August 2006 – Santa Barbara County Centralized Eligibility List for subsidized care operational.

Data Source: Children’s Resource and Referral Santa Barbara County

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Convene CDE-CDD* funded programs to plan development of CEL*	Council	<ul style="list-style-type: none"> ▪ Meeting minutes 	<ul style="list-style-type: none"> ▪ September 2005 	<ul style="list-style-type: none"> ▪ <i>Complete</i>
2. Plan and prepare for the implementation of the CEL*	R&R* with CDE-CDD* funded programs and Council	<ul style="list-style-type: none"> ▪ Written policies and procedures ▪ Adopted software ▪ Trained staff ▪ Data entry 	<ul style="list-style-type: none"> ▪ June 2006 ▪ November 2005 ▪ March 2006 ▪ June 2006 	<ul style="list-style-type: none"> ▪ <i>Complete</i> ▪ <i>Complete</i> ▪ <i>Complete</i> ▪ <i>Complete</i>
3. Implement the CEL*	R&R* with CDE-CDD* funded programs	<ul style="list-style-type: none"> ▪ CDE programs use the waitlist to enroll children ▪ Families enrolled ▪ CWS* staff trained on use of CEL* 	<ul style="list-style-type: none"> ▪ July 2006 ongoing ▪ July 2006 ongoing ▪ December 2006 	<ul style="list-style-type: none"> ▪ <i>CEL implemented Aug. 1, 2006</i> ▪ <i>Families enrolled as of Aug. 1, ongoing</i> ▪ <i>CWS staff trained by CEL staff 2007</i>
4. Monitor and evaluate functioning of the CEL* and address issues as necessary	Advisory Group: SBFCC* with CDE-CDD* funded programs and Council CDE-CDD*	<ul style="list-style-type: none"> ▪ Minutes from CEL* Advisory Group ▪ Findings of CDE-CDD* Reviews 	<ul style="list-style-type: none"> ▪ Quarterly 2006-2008 ▪ Semi-annually 2008-2015 	<ul style="list-style-type: none"> ▪ <i>Meetings Aug. 2006, Feb.2007, April 2007</i> ▪ <i>Liaison will represent Council and report back</i> ▪ <i>Meetings Jan. 2008, Feb. 2008, Sept. 2009 to address questions of implementation</i> ▪ <i>CEL revised and implemented Feb. 2011</i> ▪ <i>State funding for CEL ended June 2011</i>

*See page 24 for acronyms.

Desired Outcome I: Caring communities support high quality early care and education throughout Santa Barbara County.

Goal 2: All entities participating in the early care and education of children will be part of a coordinated, integrated countywide system.

Objective 2: By 2013, there will be an ongoing countywide communication system to promote coordination among organizations, agencies and individuals serving the early care and education population.

Outcome Measure: 2006 - *CCPC listserve* 2012 – Web page showing SB County ECE System 2015 – On-line site for coordinated data

Data Source: Santa Barbara County Child Care Planning Council

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Determine and maintain list of agencies and organizations that need to be linked	Council	<ul style="list-style-type: none"> ▪ The list of agencies and organizations to be linked ▪ Annual update 	<ul style="list-style-type: none"> ▪ June 2009 ▪ Annual review (March) 	<ul style="list-style-type: none"> ▪ <i>Draft list by PAAT 2005, partial list in ECE Infrastructure document 2006</i> ▪ <i>ECE Infrastructure Initiative initiated development of list 10-18-06</i> ▪ <i>System chart developed at ECE Infrastructure Initiative</i>
2. Survey listed organizations and agencies to determine services provided and information needed	Council	<ul style="list-style-type: none"> ▪ Survey findings 	<ul style="list-style-type: none"> ▪ June 2012 	<ul style="list-style-type: none"> ▪ <i>ECE Infrastructure Initiative members provided basic information for ECE System chart Feb- Mar.2008</i>
3. Establish page on Council website with links to information available from identified agencies and organizations	Staff	<ul style="list-style-type: none"> ▪ Web page with links ▪ Update annually 	<ul style="list-style-type: none"> ▪ July 2012 ▪ Annual 	
4. Inform the EC&E community about the web page and its purpose and foster sharing of information amongst the community	Council	<ul style="list-style-type: none"> ▪ Distribution of an informational brochure ▪ Number of informational presentations ▪ Hits on web page 	<ul style="list-style-type: none"> ▪ July 2012 ▪ Annual review 	
5. Develop and maintain a coordinated system for gathering current, standardized, EC&E data	Data Ad Hoc Committee	<ul style="list-style-type: none"> ▪ On-line site for EC&E* data 	<ul style="list-style-type: none"> ▪ December 2015 	

*See page 24 for acronyms.

Desired Outcome 1: Caring communities support high quality early care and education throughout Santa Barbara County.

Goal 2: All entities participating in the early care and education of children will be part of a coordinated, integrated countywide system.

Objective 3: By 2015, there will be increased articulation between the organizations, agencies and individuals serving the early care and education population and elementary schools.

Outcome Measure: 2006 - First 5 School Readiness sites with systematic articulation activities 2015 – Systematic articulation in Community Collaborative areas

Data Source: First 5

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Reach out to other school districts and early care and education programs throughout the county, to increase adoption of the strategies utilized by SMBSD School Readiness strategies for the promotion of articulation between EC&E programs and elementary schools	First 5 School Readiness Coordinator/Initiative School Districts EC&E* programs Thrive Communities*	<ul style="list-style-type: none"> ▪ Meetings between EC&E* and elementary teachers ▪ Transfer of children's records from EC&E* programs to elementary schools ▪ Kindergarten teachers reports of outcomes 	<ul style="list-style-type: none"> ▪ September 2007 ongoing 	<ul style="list-style-type: none"> ▪ <i>School Readiness survey of school districts scheduled March 2008</i> ▪ <i>School Readiness Summit, March 2008</i> ▪ <i>Through Thrive Communities 2011-2012</i>
2. Promote parent participation in transition and school activities	Program administrators EC&E* and elementary teachers Family Resource Cntrs. Thrive Communities*	<ul style="list-style-type: none"> ▪ Information distributed through multiple avenues ▪ Information available in the home language ▪ Number of families participating in articulation activities 	<ul style="list-style-type: none"> ▪ September 2007 ongoing ▪ Annual review of activities 	<ul style="list-style-type: none"> ▪
3. Promote sustainability of articulation policies and procedures	School Districts EC&E* programs Thrive Communities*	<ul style="list-style-type: none"> ▪ Written policies and procedures supporting ongoing articulation ▪ Best practices document 	<ul style="list-style-type: none"> ▪ 2006 School Readiness sites ▪ 2012 Thrive Communities 	<ul style="list-style-type: none"> ▪ <i>Santa Maria Bonita School District 2006</i> ▪
4. Evaluate degree and success of articulation and identify gaps	First 5	<ul style="list-style-type: none"> ▪ Effectiveness of articulation reported in First 5 evaluation 	<ul style="list-style-type: none"> ▪ Annually 	<ul style="list-style-type: none"> ▪

*See page 24 for acronyms.

Desired Outcome I: Caring communities support high quality early care and education throughout Santa Barbara County.

Goal 3: The community will support access to high quality affordable early care and education for all families.

Objective 1: By 2015, 35% of children 0-12 years old estimated to need care will have access to high quality, licensed early care and education services, an estimated increase of 20% licensed spaces from 2005.

Outcome Measure: Oct. 2006 – 13,503 licensed spaces Oct. 2009 - 13,916 licensed spaces Oct. 2012 - Oct. 2015 –
 Oct. 2006 – 1,424 accredited spaces Oct. 2009 – 1,489 accredited spaces Oct. 2012 - Oct. 2015 -

Data Source: Licensed spaces: Community Care Licensing Accredited spaces: First 5 ECED, Children’s R&R

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Accomplish established goals: <ul style="list-style-type: none"> ▪ Identify resources to support facility development ▪ Increase knowledge of, and public will for facility development ▪ Provide guidance for agencies on facilities development ▪ Develop system for child care facility development ▪ Institutionalize proposed policy models and implementation strategies 	Constructing Connections (2004-2009) First 5 ECED*	<ul style="list-style-type: none"> ▪ Potential funding and resources ▪ Reports of training and outreach activities ▪ Adoption of “best practices” policies and strategies for facilitating facility development ▪ A guide for child care developers ▪ Increased use of empty classrooms and other usable space 	<ul style="list-style-type: none"> ▪ 2010 completion ▪ Annual reports (October) 	<ul style="list-style-type: none"> ▪ See <i>Constructing Connections Report 2005-2006</i> ▪ See <i>Constructing Connections report 2006-2007</i> ▪ See <i>Constructing Connections report 2007-2008</i> ▪ See <i>Constructing Connections report 2008-2009</i> ▪ <i>Adoption of best practices and policy changes tracked through periodic surveys of planning departments 2006, 2008, 2011</i> ▪ <i>Toolkit for Developing a Child Care Center created May, 2008, includes chapter on potential funding and resources</i> ▪ <i>City of Santa Barbara included child care in its General Plan update 2010</i>
2. Provide guidance for program expansion and development, with initial focus on Santa Maria, Lompoc and Buellton	Constructing Connections Intermediaries R&R* Local EC&E* Consultants	<ul style="list-style-type: none"> ▪ Number and location of programs receiving guidance ▪ Number of programs seeking guidance to provide spaces for infants 	<ul style="list-style-type: none"> ▪ Annual reports 	<ul style="list-style-type: none"> ▪ See <i>Constructing Connections pipeline reports</i> ▪ <i>17 programs received guidance, 11 opened/expanded 325 new/preserved spaces</i> ▪ <i>6 of 11 converted other space to child care, 5 created new space</i> ▪ <i>Early Head Start expansion planning meeting April 2009. Application for EHS expansion, summer 2009</i>

*See page 24 for acronyms.

Strategy	Who?	Expectation/Evidence	Timeline	Progress
3. Develop strategies and incentives to retain existing high quality FCC* providers, including development of FCC Networks (Also, see Desired Outcome II, Goal 2, Objective 4)	R&R* CCIP* PQI, FIRST 5 ECED* FCC* Associations CAC-Head Start*	<ul style="list-style-type: none"> ▪ Documentation of retention strategies and incentives ▪ Evaluation by R&R* showing decreasing number of FCC* providers terminating operation 	<ul style="list-style-type: none"> ▪ June 2008 ▪ Annual reports (December) 	<ul style="list-style-type: none"> ▪ 77 FCC STAR stipends awarded June 2005 ▪ 61 FCC STAR stipends awarded June 2006 ▪ 68 FCC stipends awarded June 2007 ▪ Head Start FCC Network – 12 homes 2005-2006, 17 homes 2008-2009, ▪ Bi-monthly trainings for FCC Network at CAC ▪ CAC HS trainings open to other FCC ▪ AHC developing courses for FCC specialty 2006 ▪ Spruce Up funds awarded: <ul style="list-style-type: none"> 2005-2006 \$145,371 2006-2007 \$131,282 2007-2008 \$127,498 ▪ Steps to Quality Network established by R&R Oct. 2009. 30 FCC programs participating 2009-2010, including 7 accredited program, 50 participating in 2010-2011
4. Implement strategies for securing business support to establish child care spaces	First 5 ECED* Q Campaign* Ad Hoc Comm.	<ul style="list-style-type: none"> ▪ Employers engaged ▪ Number of spaces supported by businesses ▪ Q campaign* website for employers 	<ul style="list-style-type: none"> ▪ ongoing ▪ ▪ 2008 	<ul style="list-style-type: none"> ▪ Santa Barbara Downtown Child Care Collaborative engaged 23 employers and surveyed 2015 employees including 697 parents about their child care needs. Overall report and individual reports to employers created. ▪ Fielding Graduate Institute offers child care tuition assistance ▪ Q campaign web page for employers
5. Support efforts of EC&E* programs to modify program operation to accommodate populations with special needs	EC&E* Programs First 5 ECED* R&R* CAC-Head Start* EOC's Migrant and Seasonal Head Start*	<ul style="list-style-type: none"> ▪ Increased number of spaces for infants ▪ Increased number of spaces for school-age ▪ Increased number of spaces for children of migrant families ▪ Increased number of spaces for children of homeless families ▪ Increased number of spaces for children with 	<ul style="list-style-type: none"> ▪ Oct. 2008- biannual reports ▪ Oct. 2008 - biannual reports ▪ Oct. 2008- biannual reports ▪ Oct. 2008 - biannual 	<ul style="list-style-type: none"> ▪ 300 licensed infant spaces in center-based programs Oct 2004, 366 in Oct. 2009 ▪ 2,045 School Age spaces (licensed only) Oct. 2004, 8,065 (licensed and school-based license-exempt) Oct. 2009 ▪ 176 children served in migrant programs Oct. 2004, 257 Oct. 2009 (75 funded by temporary ARRA)

*See page 24 for acronyms.

Strategy	Who?	Expectation/Evidence	Timeline	Progress
	CalSAFE* Coordinating Committee	<ul style="list-style-type: none"> identified disabilities ▪ CalSAFE* expanded to High School Districts without EC&E* programs for the children of school-age parents ▪ Increased number of spaces for children at-risk 	<ul style="list-style-type: none"> reports ▪ Sept. 2010 	<ul style="list-style-type: none"> <i>dollars)</i> ▪ 292 children with IEP/IFSP served in subsidized programs Oct. 2004, 198 Oct. 2009 ▪ 77 children served in CalSAFE Oct. 2004, 54 Oct. 2009 ▪ 24 children "at-risk" in subsidized programs Oct. 2004, 21 Oct. 2009 ▪ CAC outreach to agencies working with homeless families ▪ CAC MOU with SB Housing authority ▪ 60 children with special needs enrolled in Head Start, 11 in Early Head Start 2006 ▪ 26 children of homeless families enrolled in Head Start, 16 in Early Head Start 2006 ▪ CAC Infant center in Lompoc, 9 spaces open 2009 ▪ Hope4Kids, added I-T spaces Jan. 2010 ▪ Centro Infantil, Santa Barbara closed, 30 infant-toddler spaces lost June 2010 ▪ Carpinteria, Main I-T Center, added 32 infant-toddler space) Oct. 2010
6. Mentor and provide technical assistance for EC&E Providers trained to provide inclusive child care for children with identified disabilities	R&R* Inclusive Child Care Specialist Council ICCAT*	<ul style="list-style-type: none"> ▪ Number of providers supported by Inclusive Child Care Specialist ▪ Reports of ICCAT* 	<ul style="list-style-type: none"> ▪ June 2007 – annual reports ▪ 2006-ongoing 	<ul style="list-style-type: none"> ▪ 2003-2005 ICC Project Coordinator* ▪ 2006-2007 ICC Specialist* ▪ 2007-2008 2 ICC Specialists* ▪ 12.31.09 funding for ICC specialists at SBFCC ended *See ICC Specialist Reports • WestEd support • California Inclusion and Behavioral Network (CIBC) available in SB County starting 2010 • Center for Social and Emotional Foundations for Early Learning (CSEFEL) training initiated in SB County, 2010

*See page 24 for acronyms.

Strategy	Who?	Expectation/Evidence	Timeline	Progress
7. Program quality improvement projects support ECE programs to improve quality	<ul style="list-style-type: none"> • R&R Quality Network • First 5 ECED, Quality Counts Network • Outdoor Classroom (ODC) • GreenCare 	<ul style="list-style-type: none"> ▪ Number of programs qualifying to be in the Quality Network ▪ Number of programs participating in Quality Counts Network ▪ Number of programs that are Outdoor Classroom (ODC) demonstration sites ▪ Number of GreenCare programs 		<ul style="list-style-type: none"> ▪ Jan. 2011 – 30 in Quality Network ▪ June 2011 – 88 in Quality Counts ▪ June 2011 – 16 ODC demonstration sites ▪ Jan. 2011 - 7 ODC recognized sites ▪ Oct. 2009 – 10 in GreenCare ▪ Oct 2010 – 51 in GreenCare

Desired Outcome I: Caring communities support high quality early care and education throughout Santa Barbara County.

Goal 3: The community will support access to high quality affordable early care and education for all families.

Objective 2: By 2015, increase the number of child care subsidies for low and middle income families by 20%.

Outcome Measure: 2005 - 5,168 0-12 year olds served** 2009 - 12,825 0-12 year olds served** 2015 –

Data Source: Santa Barbara County Child Care Planning Council needs assessment. ** (2005 licensed and non-voucher programs only, 2009 includes non-voucher and voucher subsidies and license exempt school-age programs)

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Implement strategies for securing business support to subsidize child care for employees	First 5 ECED	<ul style="list-style-type: none"> ▪ Employers engaged ▪ Subsidies for child care supported by employers 	<ul style="list-style-type: none"> ▪ 2006-2007 ongoing ▪ July 2010 	<ul style="list-style-type: none"> ▪ <i>SB Downtown Child Care Collaborative, Dec.2006 -Dec.2009; 28 employers engaged</i> ▪ <i>Tuition support at Marian Hospital, UCSB, Cottage Hospital, Fielding Institute,</i>
2. Advocate for State and Federal subsidies to support low-income families and the working poor	Council - Steering Committee	<ul style="list-style-type: none"> ▪ Communications with State and Federal leaders ▪ Efforts reported in meeting minutes 	<ul style="list-style-type: none"> ▪ 2006-2007 ongoing 	<ul style="list-style-type: none"> ▪ <i>Letters to State and Federal leaders</i> ▪ <i>2010-2011 individual Council members communicate with State and Federal leaders</i> ▪ <i>Council member speaks at legislative hearings, 2010-2011</i>
3. Advocate for a consistent, transparent policy for distribution of funds for CDE-CDD* subsidized programs 3.a. Develop written process for transfer of available CDD funded child development spaces and/or contracts as recommended by the LPC and County Priorities for CDD funding..	Council NAPAT* SBCEO* CCCCA* CDD funded agencies and CCPC	<ul style="list-style-type: none"> ▪ Letters to CDE-CDD* ▪ Agenda of CCCCCA* meetings ▪ Reports of Council NAPAT* ▪ ▪ Written process 	<ul style="list-style-type: none"> ▪ 2006-2007 ongoing 	<ul style="list-style-type: none"> ▪ <i>Letter to CDD re consistent criteria for Priorities across counties, August 2006</i> ▪ <i>CDD approved process for determination of Priorities 2009 (CCCCA worked with CDD to develop process)</i> ▪ <i>Voluntary Transfer of Funds process established 2009, \$50,000 saved and retained in County 2010, \$91,300 in 2011.</i>
4. Scholarships for low and middle-income families through Foundation grants and other donations to EC&E programs*	Foundations EC&E programs*	<ul style="list-style-type: none"> ▪ Number of scholarships secured 	<ul style="list-style-type: none"> ▪ Ongoing 	<ul style="list-style-type: none"> ▪ <i>See file for examples</i> ▪ <i>Funding lost during economic downturn 2009-2010</i>
5. Plan countywide universal preschool	PfA* Coordinator PfA* Taskforce School Districts	<ul style="list-style-type: none"> ▪ PfA* countywide plan ▪ Updates of PfA plan ▪ Transitional Kindergarten 	<ul style="list-style-type: none"> ▪ July 07 ▪ Ongoing through August 2010 ▪ 2012 	<ul style="list-style-type: none"> ▪ <i>Taskforce Plan Aug. 05</i> ▪ <i>Pilot Preschool 2006-2009</i> ▪ <i>PfA Taskforce continuing 2005-2008</i> ▪ <i>Foundation wrap-around funds for 2 classes Jan. 2008-June 2009</i> ▪ <i>PfA Pilot ended June 2009. Evaluation report by First 5 2009</i>

*See page 24 for acronyms.

Desired Outcome II: A high quality early care and education system is available throughout Santa Barbara County.

Goal 1: High quality early care and education programs will support the development of the whole child¹ and strong nurturing families.

Objective 1: By 2012, a system for referring children and families to comprehensive support services will be developed.

Outcome Measure: 2006 – 211 in place but no written protocol for accessing comprehensive services 2012 -

Data Source: Santa Barbara County Child Care Planning Council

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1.a. Survey EC&E* programs to determine current access channels to comprehensive services 1.b. Map findings and resources available	Council (Ad Hoc Committee) ICCAT*	<ul style="list-style-type: none"> ▪ Completed survey (results) ▪ Map with programs and services 	<ul style="list-style-type: none"> ▪ April 2012 ▪ August 2012 	<ul style="list-style-type: none"> ▪ 1a. In planning stage ▪ 1.b. ICCAT Referral Chart
2.a. Define ideal comprehensive services 2.b. Identify best models for programs to access services e.g. Family Resource Center model, Head Start model, CRIS Directory/211*	ECED* and Family Support Network CAPC* Council	<ul style="list-style-type: none"> ▪ Definition adopted by collaborative ▪ Models adopted by collaborative 	<ul style="list-style-type: none"> ▪ August 2012 ▪ August 2012 	<ul style="list-style-type: none"> ▪ First 5 Family Support Workshop Nov. 1, 2008 ▪ Family Support Workshop Jan.27, 2009 ▪ Family Strengthening Initiative developing a "system of care" 2008-2009 ▪ MOU for collaboration between FRC's, CAPC and Council to support adoption of Protective Factors by ECE community and annual training 2010
3. Identify and formalize referral contacts and relationship	ECED* and Family Support Network CAPC* Council	<ul style="list-style-type: none"> ▪ Written protocol for EC&E programs* to access services 	<ul style="list-style-type: none"> ▪ December 2012 	<ul style="list-style-type: none"> ▪ 211 est. 2003
4. Publicize adopted System models	ECED* and Family Support Network CAPC* Council	<ul style="list-style-type: none"> ▪ Website links ▪ Informational brochures ▪ Presentations 	<ul style="list-style-type: none"> ▪ 2013 ongoing 	

¹ The whole child: concerned with all aspects of the child's development - physical, social, emotional, cognitive and creative

*See page 24 for acronyms.

Desired Outcome II: A high quality early care and education system is available throughout Santa Barbara County.

Goal 1: High quality early care and education programs will support the development of the whole child and strong, nurturing families.

Objective 2: By 2015, all early care and education programs and family child care providers will be informed about how to link to comprehensive family support services.

Outcome Measure:

Data Source:

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Train EC&E* programs and FCC* providers to use the system for accessing comprehensive services	R&R* Local community colleges CAC EHS* CAPC* First 5 Thrive Communities*	<ul style="list-style-type: none"> ▪ System models are publicized ▪ Numbers of trainings in English ▪ Numbers of trainings in Spanish 	<ul style="list-style-type: none"> ▪ Ongoing 	
2. Trained ECE program* representatives and FCC* providers mentor colleagues in the use of the system	R&R Quality Network First 5 Quality Counts Network Trained program representatives and FCC* providers	<ul style="list-style-type: none"> ▪ Number of programs/providers mentored 	<ul style="list-style-type: none"> ▪ January 2013 - ongoing 	
3. Providers implement the system	Providers with support from R&R*, Family Resource Centers Network of Santa Barbara County Thrive Communities*	<ul style="list-style-type: none"> ▪ Results of survey to track use and effectiveness of system 	<ul style="list-style-type: none"> ▪ March 2013 ▪ Ongoing 	
4. Evaluate and implement system improvements as needed	To be determined	<ul style="list-style-type: none"> ▪ Identification of deficits from survey results ▪ Updates and system improvements 	<ul style="list-style-type: none"> ▪ Ongoing following surveys 	

*See page 24 for acronyms.

Desired Outcome II: A high quality early care and education system is available throughout Santa Barbara County.

Goal 2: High quality early care and education programs will be staffed by a stable, well qualified and well compensated workforce.

Objective 1: Through 2015, the higher education system in Santa Barbara County will show increasing support for improved workforce training by offering BA and MA degrees in ECE or a related field.

Outcome Measure: 2006: 1 local institution offered a BA in ECE or related field, and 0 offered an MA 2010: 3 offered a BA and 3 an MA, and access increased through on-line classes

Data Source: First 5 ECED

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Develop a workgroup with representatives from EC&E* and higher education	Higher Education Liaison, First 5 Local community colleges Public and private universities of the Central Coast First 5 ECED* CPIN*	<ul style="list-style-type: none"> ▪ Higher Education Liaison hired ▪ Reports of meetings with individual institutions ▪ Group meetings of key players ▪ CARES Plus Consortium 	<ul style="list-style-type: none"> ▪ June 2006 ▪ September 2006 – ongoing ▪ April 2007 – ongoing ▪ June 2011 	<ul style="list-style-type: none"> ▪ <i>Consultant hired June 2006</i> ▪ <i>OECE-PfA met with SBCC 2006</i> ▪ <i>Higher Ed. Summit, Nov. 2006</i> ▪ <i>Working Group attended CARES Conference, April 2007</i> ▪ <i>Cares Plus Consortium convened June 2011</i>
2. Develop an articulation agreement between community colleges and four-year institutions for a BA in ECE*	The Workgroup, until 2010 Cares Plus Consortium, 2011 -	<ul style="list-style-type: none"> ▪ Statement of agreement among institutions of higher education ▪ Course requirements adjusted to facilitate articulation ▪ Faculty hired to provide required courses 	<ul style="list-style-type: none"> ▪ June 2008 ▪ September 2010 ▪ September 2010 	<ul style="list-style-type: none"> ▪ <i>Community College Alignment Project underway Statewide (report to Council April 2007). No local agreements among colleges (Dec.2008)</i> ▪ <i>AHC and SBCC are "participating", not yet "completed" Curriculum Alignment as of June 2011</i> ▪
3. Address the needs of the Spanish-English bilingual EC&E* community and the non-English speaking monolingual EC&E* community	The Workgroup until 2010 Cares Plus Consortium, 2011 -	<ul style="list-style-type: none"> ▪ Additional courses adopted at community colleges to support education of non-English speaking and bilingual EC&E* workforce ▪ Increasing number monolingual non-English speaking EC&E* providers participate in ESL* and ECE* classes 	<ul style="list-style-type: none"> ▪ September 2008 ▪ July 2006 - ongoing 	<ul style="list-style-type: none"> ▪ <i>At AHC, ESL class required along with ECE 2005-2006</i> ▪ <i>15 Spanish speakers participated in each of 3 ECE classes at AHC (may be duplicated people) 2005-2006</i> ▪ <i>Pilot project at AHC, Child Development curriculum included in ESL class 2006-2008</i> ▪ <i>SBCC ESL/ECE course, (ESL 100) revised 2006. Budget cuts in 2011 may impact future offerings</i> ▪ <i>Oxnard College instructor provided training in Spanish in Santa Barbara 2008</i>

*See page 24 for acronyms.

Desired Outcome II: A high quality early care and education system is available throughout Santa Barbara County.

Goal 2: High quality early care and education programs will be staffed by a stable, well qualified and well compensated workforce.

Objective 2: By 2015, there will be an 80% increase of teachers and family child care providers with a B.A. and ECE units.

Outcome Measure: 2005: 11% FCC Providers hold BA, 26% center teachers hold BA 2010: 11% FCC Providers hold BA, 28% center teachers hold BA

Data Source: 2005 ECE Workforce Survey, UC Berkeley, 2010 First 5 Evaluation Report

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Establish a baseline of data regarding provider education level and monitor progress	Data Ad Hoc	<ul style="list-style-type: none"> Report of the Santa Barbara County EC&E* Workforce Survey, 2006 Survey of staff and providers 	<ul style="list-style-type: none"> June 2006 Biennial (June) 	<ul style="list-style-type: none"> Report published July 2006 Data ad hoc reviewing Workforce survey questions with goal of repeating survey Fall 2011.
2. Provide resources to support continuing education of EC&E* workforce	First 5 ECED Institutions of higher education CDE-CDD* EC&E programs* Foundations R&R*	<ul style="list-style-type: none"> Increasing number of EC&E* staff and providers receiving support Total funds committed to support continuing education 	2006-2007 ongoing	<ul style="list-style-type: none"> May 2005 320 STAR stipends total \$341,200 May 2006 280 STAR stipends total \$227,700, +, 28 CAC-HS May 2007 292 STAR stipends, total \$360,300, + 36 FFN incentives BA cohort – First 5 (estimate – 42 participants) \$44,00 CDRT funds for stipends for BA/MA Orfalea funds support stipends for BA Tuition subsidies from Antioch and LaVerne Universities 2009-2011 Revised STAR project to focus on increased requirements for units and expediting acquisition of degrees.
3. Improve counseling to advise students working towards a BA with an ECE* emphasis	Higher Education Workgroup until 2010 CARES Plus Consortium, 2011 - Local community colleges BA granting colleges and universities Professional Growth Advisors First 5 ECED* R&R*	<ul style="list-style-type: none"> Increasing number of well-informed counselors Student reports of satisfactory counseling support Increasing number of Professional Growth Advisors 	July 2011 - ongoing	<ul style="list-style-type: none"> 54 Professional Growth Advisors 2005-2006 Individual advising by First 5 staff 2006-2008 No individual advising for STAR because of funding limitations 2009 Fall 2011 return of 1 on1 advising in STAR with CARES Plus funding and partnerships with R&R and CAC (fall 2011 at end of phrase?) STAR participants to hold a CD Permit
4. Recruit high school and college students to train for future entry into the field of EC&E*	Council Members First 5 ECED* R&R* EC&E programs* High school and college counselors	<ul style="list-style-type: none"> Increasing numbers of students taking coursework leading to AA or BA with an ECE* emphasis 	September 2007 - ongoing	<ul style="list-style-type: none"> October 12, 2007 STAR participated in AHC Career Day in which over 300 high school students participated AHC Enrollment: Spring 2005 – 1,233 Fall 05 – 807 Spring 2006 – 814 Fall – 807 Spring 2007 – 759 Fall – in progress

*See page 24 for acronyms.

	PCAEYC* FCC* Associations		<ul style="list-style-type: none"> ▪ <i>SMHS offers SBCC units for high school Child Development classes 2008-2009</i> ▪ <i>Presentations at High School Career Days by Council members if no other ECE representation – ongoing effort 2007-2010</i> ▪ <i>Presentations at SBCC classes re ECE careers</i> ▪ <i>Careers in Education, UCSB presentation on ECE Oct. 2007</i> ▪ <i>AHC Career Fair, 72 names and contacts for addtl. Info. about ECE careers Oct. 2009</i> ▪ <i>ECE Career brochure developed and printed 2010</i> ▪ <i>Council and PCAEYC volunteers attend High School Career Fairs 2011</i>
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*See page 24 for acronyms.

▪ **Desired Outcome II:** A high quality early care and education system is available throughout Santa Barbara County.

Goal 2: High quality early care and education programs will be staffed by a stable, well qualified and well compensated workforce.

Objective 3: By 2015, there will be a 10% decrease in the turnover rate of the center-based early care and education workforce.

Outcome Measure: 2004-2005 - *Teacher turnover 29.1%, Teacher Assistants 30.7%*

Data Source: *2005 ECE Workforce Survey, UC Berkeley*

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Develop new funding sources for training and retention stipends	First 5 ECED* R&R* Council CAC HS* Foundations	<ul style="list-style-type: none"> Increasing funds available 	<ul style="list-style-type: none"> 2006-2007 and ongoing 	<ul style="list-style-type: none"> 2005-2006 AB 212 – \$148,040, First 5 SB –\$307,000, First 5 CA – \$133,000, CDBG - \$8,000 = \$596,040 2006-2007 AB 212 - \$166,860, First 5 SB - \$347,000, First 5 CA - \$132,750 = \$646,610 2007-2008 AB 212 – \$166,860, First 5 SB- \$384,467, First 5 CA - \$131,000 = \$682,327 2007-2008 CDRT-AB 212 - \$166,800, retention activities: Leadership training, Challenging Behaviors training, Mini-Grants to subsidized programs for professional development. 2008-2009 AB 212 - \$166,860, First 5 SB - \$280,000, First 5 CA – 86,300 , Orfalea - \$30,000 = \$533,160 2009-2010 AB 212 - \$122,750, First 5 SB - \$280,000, Orfalea \$30,000 = \$402,750 2010-2011 AB 212 - \$131,485, First 5 SB -\$300,000, CARES Plus planning \$75,000, Orfalea - \$25,000 = \$531,485
2. Increase number of recognition activities for staff retention	R&R* Council Ad Hoc	<ul style="list-style-type: none"> List of recognition activities Providers and staff recognized at public events 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> CD Conference participant recognized for years of service April 2007, 2008. Leadership Series lunches – Director recognition 2007-2008 and 2009-2011
3. Examine impact of Health Reform on early care and education staff and publicize information	Council Steering Committee Child Development Conference Committee Health Linkages	<ul style="list-style-type: none"> Panel presentations Informational material distributed 	<ul style="list-style-type: none"> By July 2013 	

*See page 24 for acronyms.

4. Advocate for higher daily reimbursement rates from the state for children enrolled in state subsidized programs, thus enabling increased compensation for staff in subsidized programs	Council First 5 ECED* R&R* SBCEO, CD*	<ul style="list-style-type: none"> ▪ Letters to and meetings with state legislators ▪ Reports of Council Advocacy Action Team 	<ul style="list-style-type: none"> ▪ 2006 - ongoing 	<ul style="list-style-type: none"> ▪ <i>Letter to and meetings with Legislators and State Superintendent regarding inadequacy of SRR Sept. 2007 +</i> ▪ <i>2010-2011 Testimony at Legislative committee hearings and meetings with individual legislators</i> ▪
5. Establish a substitute registry	<i>Council Ad Hoc</i>	<ul style="list-style-type: none"> ▪ A plan for a substitute registry ▪ Supporting legislation passed ▪ Funding secured ▪ Substitute registry implemented 	<ul style="list-style-type: none"> ▪ 2008 ▪ 2010 ▪ 2011 ▪ 2012 	<ul style="list-style-type: none"> ▪ <i>On hold</i>

*See page 24 for acronyms.

Desired Outcome II: A high quality early care and education system is available throughout Santa Barbara County.

Goal 2: High quality early care and education programs will be staffed by a stable, well qualified and well compensated workforce.

Objective 4: By 2015, there will be a 10% decrease in the turnover rate of Family Child Care Providers.

Outcome Measure: 2004-2005 – 32.2% FCC turnover (*Workforce Survey, p.17*)

Data Source: 2005 ECE Workforce Survey, UC Berkeley

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. See Desired Outcome I, Goal 3, Objective 1, Strategy 3: Develop strategies and incentives to retain high quality FCC* providers	R&R-CCIP* PQI, First 5 ECED* FCC* Associations CAC-Head Start*	<ul style="list-style-type: none"> ▪ Documentation of retention strategies and incentives ▪ Evaluation by R&R* showing decreasing number of FCC* providers terminating operation 	<ul style="list-style-type: none"> ▪ June 2008 ▪ Annual reports (Dec.), ongoing 	<ul style="list-style-type: none"> ▪ 2005: 77 FCC STAR stipends ▪ 2006: 61 FCC STAR stipends ▪ 2007: 68 FCC STAR stipends ▪ May 2007 CCIP Outreach Coordinator supports FCC providers with visit and incentives and encourages participation in training and resources. First 5 funds ▪ HS FCC providers eligible for professional development funds and support. ▪ 2009 FCC Steps to Quality established ▪
2. Examine impact of Health Reform on child care providers and publicize information	Council Steering Committee Child Development Conference Committee Health Linkages	<ul style="list-style-type: none"> ▪ Panel presentations ▪ Informational material distributed ▪ 	<ul style="list-style-type: none"> ▪ By July 2013 ▪ 	<ul style="list-style-type: none"> ▪
3. Include FCC* providers in community-based training and initiatives by offering activities in evenings or on weekends	First 5 ECED* R&R* CPIN* Community colleges CAC*	<ul style="list-style-type: none"> ▪ Information distributed to FCC* ▪ Training and activity schedules ▪ Increased numbers of FCC* participants 	<ul style="list-style-type: none"> ▪ ongoing 	<ul style="list-style-type: none"> ▪ CCIP trainings scheduled in evening ▪ UC Davis through SBFCC scheduled Saturdays ▪ Participants in classes/workshops offered by R&R: 408 in 2005, 465 in 2006, 4566 in 2007, 563 in 2008, 474 in 2009, 458 in 2010 ▪ Children with Challenging Behaviors March 2008 ▪ CPIN (FCC providers invited), CD Conference, Project Exceptional and CSEFEL trainings offered on Saturdays

*See page 24 for acronyms.

4. Provide recognition activities for FCC* providers	R&R Council Ad Hoc	<ul style="list-style-type: none"> ▪ Comprehensive list of recognition activities ▪ FCC* providers recognized at public events 	▪ Annually	<ul style="list-style-type: none"> ▪ <i>CD Conference recognition of longevity in field 2007, 2008</i> ▪ <i>Susie West FCC Award 2010, 2011,</i> ▪ <i>Recognition of Quality Network participants 2011</i>
5. Advocate for equivalent reimbursement for subsidized children in FCC* homes and centers, based on equivalent quality measures of both	Council R&R* FCC* Associations	<ul style="list-style-type: none"> ▪ Letters to and meetings with State legislators ▪ Reports of Council AAT* ▪ Minutes of FCC* Association meetings 	▪ ongoing	<ul style="list-style-type: none"> ▪ <i>Data re different reimbursement rates gathered. Rates are higher only for AP private centers. FCC are reimbursed at a higher rate than centers receiving SRR.</i>

*See page 24 for acronyms.

Desired Outcome II: A high quality early care and education system is available throughout Santa Barbara County.

Goal 3: High quality early care and education programs will utilize research-based practices.

Objective 1: By 2010, a plan to inform early care and education programs about research-based practices that support high quality early care and education services will be underway.

Outcome Measure: 2005 No plan 2010 Research-based Practices Resources web page on Council website and outreach activities to inform the ECE community

Data Source: Santa Barbara County Child Care Planning Council

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Work collaboratively with existing groups to disseminate information to EC&E programs* about research-based practices through training and other activities	FCC Networks R&R* CPIN* First 5 ECED* PCAIEYC* Council – (PIAT Ad Hoc)	<ul style="list-style-type: none"> ▪ Listserve ▪ Mailers with resources ▪ Resource tables at events with materials. 	<ul style="list-style-type: none"> ▪ 2007 - ongoing 	<ul style="list-style-type: none"> ▪ CPIN training – subsidized & community programs listserve, information about 6 trainings 2005-2006 ▪ Hot Topic June 2007 ▪ PIAT developing webpage 2007-2008 ▪ Resources web page on Council website, 2009. Materials and outreach to inform ECE workforce about the site.
2. Collaborate with local institutions of higher education to ensure that research-based practices are integrated into the teaching curricula	Higher Education Liaison Council: (PIAT*) CPIN* CARES Plus Consortium	<ul style="list-style-type: none"> ▪ Course syllabus reflects research in ECE* ▪ Increasing numbers of courses offered incorporating research-based practices 	<ul style="list-style-type: none"> ▪ 2007-2010 	
3. Inform early childhood educators about access to trainings that include research-based practices.	Council R&R* PQI, First 5 ECED* CPIN* PCAIEYC* Family Resource Centers	<ul style="list-style-type: none"> ▪ Increasing attendance at workshops ▪ Increasing communication in variety of media 	<ul style="list-style-type: none"> ▪ 2007-2008 ongoing 	<ul style="list-style-type: none"> ▪ 2005-2006 CPIN trainings - subsidized & community programs (6 Saturday workshops with 201 unduplicated participants) ▪ 2006-2007 3 teacher and 2 administrator CPIN trainings ▪ 2007-2008 4 teacher and 3 administrator CPIN trainings ▪ 2008-2009 4 teacher and 3 administrator CPIN trainings ▪ 2009-2010 4 teacher and 3 administrator CPIN trainings ▪ 2010-2011 3 teacher and 2 administrator CPIN trainings ▪ E-mail lists ▪ First 5 training calendar on website 2009 ▪ PCAIEYC website 2011
4. Create a list of examples of what constitutes research-based practices. (See NAEYC* definition)	R&R* Gevirtz Research Center, UCSB Council: PIAT* CPIN*	<ul style="list-style-type: none"> ▪ List of models, practices 	<ul style="list-style-type: none"> ▪ June 2007 	<ul style="list-style-type: none"> ▪ Hot Topic June 2007 ▪ Research-based practices website on Council website 2009

*See page 24 for acronyms.

Desired Outcome II: A high quality early care and education system is available throughout Santa Barbara County.

Goal 3: High quality early care and education programs will utilize research-based practices.

Objective 2: By 2015, there will be a 50% increase in the use of the Research-based Practices Resources web page on the Council website

Outcome Measure: June 2010 – June 2011: 424 visits on the Research-based practices Resources web page

Data Source: Santa Barbara County Child Care Planning Council/Google Analytics

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Create and conduct a survey to establish baseline information on current level of use of research-based practices 1.a. Create website to inform community about research and evidence-based EC&E practices	Council PIAT* R&R* FCC* Associations First 5 ECED*	<ul style="list-style-type: none"> ▪ Survey instrument N/A 8-07 ▪ Baseline information N/A 8-07 ▪ Website linked to CCPC website 	<ul style="list-style-type: none"> ▪ N/A ▪ N/A ▪ June 2008 	<ul style="list-style-type: none"> ▪ REMOVE STRATEGY Aug. 2007 ▪ Ad Hoc Committee completed web page summer 2009 http://www.sbceo.k12.ca.us/~ccpc/resource/index.shtml ▪ Outreach and materials to inform ECE community about Resources page 2009 -2010 ▪ 424 hits on Resources webpage June 2010-June 2011
2. Incorporate research-based practices and language into workshops, conferences, presentations, panels and forums	Council CPIN* R&R* First 5 ECED* PCAIEYC*	<ul style="list-style-type: none"> ▪ Workshop Programs ▪ Self-Reports ▪ Lists of workshops, conferences, forums 	<ul style="list-style-type: none"> ▪ July 2007 - ongoing 	<ul style="list-style-type: none"> ▪ CPIN trainings 2006-2007, 2007-2008, 2008-2009, 2009-2010 ▪ Challenging Behaviors training Nov.2007 and March 2008 ▪ Strengthening Families: Protective Factors, Jan. 2009 ▪ CSEFEL 2010
3. Create a centralized website for trainings incorporating research and evidence-based practices	First 5 ECED* R&R*	<ul style="list-style-type: none"> ▪ Listserve with links ▪ Website 	<ul style="list-style-type: none"> ▪ 2009 	<ul style="list-style-type: none"> ▪ Interim First 5 ECE Training Calendar 2010 ▪ Interactive calendar on First 5 ECED web page Sept. 2011(all trainings included). If applicable, trainings will be labeled as Research Based, Evidence Based or Best Practice by submitter
4. Evaluate increase in use of research and evidence-based practices by programs	Council PIAT* R&R* FCC* Associations First 5 ECED*	<ul style="list-style-type: none"> ▪ Follow-up survey results 	<ul style="list-style-type: none"> ▪ Tabled 2007 	<ul style="list-style-type: none"> ▪ N/A as of Aug. 2007

*See page 24 for acronyms.

Desired Outcome II: A high quality early care and education system is available throughout Santa Barbara County.

Goal 3: High quality early care and education programs will utilize research-based practices.

Objective 3: By 2015, there will be a 100% increase in the numbers of programs accredited by the National Association for the Education of Young Children, the National Family Child Care Association or the National Association for School-Age Care.

Outcome Measure: June 2004 – 12 accredited (NA 2005 page 71) June 2010 – 37 accredited (NA 2010 page 11) 2015 –

Data Source: First 5 ECED

Strategy	Who?	Expectation/Evidence	Timeline	Progress
1. Create a public awareness campaign regarding what constitutes a quality early care and education program.	Council Media County Board of Supervisors First 5* R&R*	<ul style="list-style-type: none"> ▪ Public Service Announcements ▪ List of speaking engagements ▪ Information to be distributed 	<ul style="list-style-type: none"> ▪ 2006 - ongoing 	<ul style="list-style-type: none"> ▪ 05-06 First 5 CA – preschool PSA's ▪ Q Campaign Phase 2 – posters printed 2009 ▪ Q3 developed Quality Pocket Guide and Quality checklists 2011. Printed and posted on website 2011
2. Seek state, federal and private funding to support facility improvements and cover the cost of fees and materials for continuing and new programs going through accreditation	Council* First 5 ECED* R&R* PCAIEYC* Orfalea Fund	<ul style="list-style-type: none"> ▪ Increasing funding ▪ Increasing numbers of programs in accreditation process 	<ul style="list-style-type: none"> ▪ 2007 - ongoing 	<ul style="list-style-type: none"> ▪ 65 Spruce Up Mini-grants 2005-2006, 55 in 2006-2007, 57 in 2007-2008 ▪ 11 programs in accreditation process 2005-2006, 8 in 2006-2007, 15 in 2007-2008 ▪ Quality Counts and Steps to Quality Networks established 2008-2009, in partnership with Orfalea Fund ▪ Orfalea Foundation funds continued 2009-2011 ▪ 88 ECE programs in Quality Counts in 2011 ▪ 50 FCC providers in Steps to Quality Network 2010-2011
3. Develop and sustain a high quality mentoring program to support programs maintaining accreditation status or undertaking the accreditation process	Council PIAT* PCAIEYC* First 5 ECED* R&R*	<ul style="list-style-type: none"> ▪ More programs working toward accreditation ▪ Mentoring Support Group 	<ul style="list-style-type: none"> ▪ 2007 - ongoing 	<ul style="list-style-type: none"> ▪ ECED mentoring in progress through Accreditation Facilitation Project/Quality Counts and R&R Steps to Quality Network ,Aug. 2007 - ongoing. ▪ Leadership Grant from Orfalea 2009-2011, includes support for recruitment to Director Mentor Project ▪ PCAIEYC Accreditation committee ▪ FCC Association and PCAIEYC Accredited Programs Open House tours 2011

*See page 24 for acronyms.

Acronyms

CAC-Head Start:	Community Action Commission of Santa Barbara County, Head Start
CAC EHS:	Community Action Commission of Santa Barbara County, Early Head Start
CalSAFE:	California School-Age Families Education Program (CalSAFE is a license-exempt program)
CCCCA:	California Child Care Coordinators Association
CCIP:	Child Care Initiative Project of Children's Resource and Referral of Santa Barbara County
CDE-CDD:	California Department of Education, Child Development Division
CPIN:	California Preschool Instructional Network
Council:	Santa Barbara County Child Care Planning Council
Council AAT:	Council Advocacy Action Team
Council ICCAT:	Council Inclusive Child Care Action Team
Council NAPAT:	Council Needs Assessment-Priorities Action Team
Council PAAT:	Council Public Awareness Action Team
Council PIAT:	Council Program Improvement Action Team
CRIS Directory/211:	Community Resource Information System, also accessed by dialing 211
CWS:	Child Welfare Services
ECE:	Early Childhood Education
EC&E:	Early care and education
EC&E programs:	Early care and education programs (center based and family child care homes)

EOC Head Start:	Economic Opportunity Commission Head Start of San Luis Obispo County
ESL:	English as a second language
FCC Associations:	Family Child Care Associations
First 5 ECED:	First Five Early Care and Education Division, formerly OECE, the Office of Early Care and Education, First 5 Santa Barbara County
NAEYC:	National Association for the Education of Young Children
ODC:	Outdoor Classroom
PCAEYC:	Pacific Coast Association for the Education of Young Children
PfA:	Preschool for All
PQI, OECE:	The Program Quality Improvement Project of the Office of Early Care and Education, First 5 Santa Barbara County
Q campaign:	Quality campaign of the Santa Barbara County Child Care Planning Council
R&R:	Children's Resource and Referral of Santa Barbara County, formerly Santa Barbara Family Care Center, Children's Resource and Referral Program
SBCEO:	Santa Barbara County Education Office
SBCEO CD:	Santa Barbara County Education Office, Child Development Programs
SBFCC:	Santa Barbara Family Care Center (renamed Children's Resource and Referral of Santa Barbara County, effective 2011)

Collaboratives

Thrive Communities: an initiative of First 5 Santa Barbara County and local Foundations started in Carpinteria in 2009 and Santa Maria, Guadalupe and Isla Vista in 2011

See page 33 of *Santa Barbara County Strategic Plan for Early Care and Education, 2006-2015* for list of other collaborative members