



**Palo Alto Community Child Care**  
LEARNING, PLAYING, GROWING TOGETHER

# Strategic Plan

## 2023 - 2030

Building community through Palo Alto's most precious asset – its children. Thank you for your support in our vision to be the leader in early childhood education and care; to advocate for each and every child with unwavering determination.

Check out  
our website.



**Come thrive, grow, play, and learn with us!**

## Strategic Plan 2023-2030

INTRODUCTION	
<b>Vision</b>	A community where children thrive, educators are valued and families are supported.
<b>Mission</b>	As a community leader in Palo Alto, PACCC partners with families and regional agencies to provide and advocate for exceptional and accessible childhood care and education.
<b>Who We Are and Who We Serve</b>	<p>At PACCC, we firmly believe in the importance of exceptional childcare that is accessible and equitable for all children and families. We are passionate about creating nurturing environments that foster optimal growth and development.</p> <p>Our approach to childcare is rooted in the belief that every child deserves high-quality care and education. We are committed to providing comprehensive, enriching, play-based programming that stimulates curiosity, creativity, and exploration. By embracing research-based practices, we ensure that our programs support children's cognitive, social, emotional, and physical development.</p> <p>Equity is a core value that guides our work. We seek to understand and celebrate the unique strengths and backgrounds of each child. We are dedicated to promoting inclusivity, diversity, and cultural responsiveness in our programs and policies. We actively work to eliminate barriers to access and advocate for affordable and accessible childcare options for all families.</p> <p>Collaboration and partnerships are vital to our approach. We believe in working closely with families, community leaders, and other stakeholders to create a supportive network that enhances the well-being of children. By fostering collaborative relationships and open communication, we create a community where everyone plays an integral role in providing exceptional care.</p> <p>Continuous learning and professional development are key to our commitment to exceptional childcare. We invest in our staff, providing ongoing training and support to ensure that they have the skills and knowledge necessary to deliver outstanding care and education. By staying current with best practices, we continuously improve the quality of our programs and services.</p> <p>At PACCC, we are driven by our belief in the transformative power of exceptional early learning experiences. We strive to make a positive impact on the lives of children and families by creating nurturing, inclusive, and enriching environments. We are dedicated to providing accessible and equitable childcare experiences that support every child's growth, development, and future success.</p>
<b>Our Programs</b>	PACCC is a nonprofit childcare and education provider and an essential resource within the childcare community. We operate infant-toddler and preschool centers, as well as afterschool care centers conveniently situated within Palo Alto elementary schools across the community. With a presence at 19 locations, PACCC serves over 900 children each weekday in these diverse programs. Our commitment to providing exceptional childcare services is rooted in our exclusive focus on Palo Alto, ensuring that families within the local area have access to quality care for their children.
<b>The Purpose</b>	<p>The primary objectives and purposes of this corporation shall be:</p> <ol style="list-style-type: none"> <li>a) to provide, coordinate and establish, as necessary, quality child care programs which reflect the needs of parents and children in the community;</li> <li>b) to encourage community advocacy, involvement, interest and support for quality child care and take such other action, in cooperation with other child care professionals, public agencies</li> </ol>

## Strategic Plan 2023-2030

	<p>and organizations, private industry and private organizations, as may reasonably promote the purposes and activities set forth above; and</p> <p>c) to provide educational and support activities for child care professionals providing child care to our community; and</p> <p>d) to provide additional resources and support to families.</p>
<b>Objectives for 2023-2030</b>	<p>Objective 1: Investing and Building 21st Century Education and Care</p> <p>Objective 2: Supporting Families and Building Community</p> <p>Objective 3: Cultivating Valuable Partnerships</p> <p>Objective 4: Elevating PACCC's Impact</p>

### BACKGROUND AND CONTEXT

PACCC, a 501(c)(3) organization, was established and incorporated in 1974 and has been serving the Palo Alto community for nearly five decades. With a proud history of 49 years, we have consistently provided exceptional childcare services. Our dedicated teachers possess high levels of skill and expertise, ensuring that our well-managed programs meet the needs of our community.

The primary funding source for PACCC is the program fees paid by families who enroll their children. We recognize the importance of maintaining competitive fees and are mindful of the impact that price increases can have on the families we serve.

Recruiting qualified teachers remains a challenge due to the high cost of living in our area. However, we are committed to offering competitive total compensation to attract and retain talented educators, enabling us to provide the best possible care for the children entrusted to us.

The following SOAR analysis for PACCC flows from:

### SOAR ANALYSIS

Strengths (+)	Aspirations
<ul style="list-style-type: none"> <li>Expert and Dedicated Staff</li> <li>Established and Respected History</li> <li>Ability to Accommodate Children from Infancy to 5th Grade</li> <li>Capacity to implement CA State P-3 Alignment</li> <li>City and School support to allow for subsidized tuition and below market rates</li> </ul>	<ul style="list-style-type: none"> <li>Achieving a PACCC student population that mirrors community demographics</li> <li>Ensuring no child is deprived of care due to financial limitations</li> <li>Inspiring the community to rally and address family needs through advocacy</li> <li>Equipping parents with the necessary resources for raising children in the 21st century</li> </ul>
Opportunities (+)	Results
<ul style="list-style-type: none"> <li>Embracing 21st Century Learning Standards</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that attracts and retains educators, ensuring successful preschool to</li> </ul>

## Strategic Plan 2023-2030

<ul style="list-style-type: none"> <li>• Focusing on P-3 Alignment: Kindergarten Readiness, Transitional Kindergarten, ELOP, and Universal Preschool</li> <li>• Fostering Meaningful Partnerships</li> <li>• Leveraging Advocacy Opportunities</li> <li>• Implementing Culturally Responsive Teaching Methods and Policies</li> <li>• Enhancing Marketing and Public Relations Strategies</li> <li>• Expanding Services to Accommodate More Families in Need</li> </ul>	<p>kindergarten transitions and advocating for affordable and accessible childcare.</p> <ul style="list-style-type: none"> <li>• Develop and implement a comprehensive Diversity, Equity, Inclusion, and Belonging (DEIB) program, amplifying PACCC's role in family support and promoting diversity in program enrollment.</li> <li>• Advocate for affordable and accessible childcare at local, county, and state levels, utilizing an advocacy platform and engaging in campaigns.</li> <li>• Strengthen the organization through leadership development, technology investment, and annual evaluations for board members and staff.</li> <li>• Foster youth partnerships in a community-wide project, integrating partners in PACCC programs and expanding services to reach more families in need.</li> </ul>
---	--

OBJECTIVES 2023-2030	
Objective 1: Investing and Building 21st Century Education and Care	
<p><b>Goals &amp; Outcomes</b></p>	<p>Goal 1.1: Strengthen PACCC's reputation as the employer of choice for educators through competitive total compensation, enriched professional development opportunities, and enhanced staff engagement strategies.</p> <p>Outcome: Surpass industry benchmarks in teacher retention and job satisfaction, establishing PACCC as a highly recommended employer.</p> <p>Goal 1.2: Carry out a Feasibility Study and prepare a Capital Campaign to improve and extend our facilities, in order to accommodate the requirements of the 2031 Housing Element of Palo Alto Housing and the expansion of Universal Pre-Kindergarten (UPK). Assess our readiness to fulfill the 2031 Housing Element and UPK expansion goals.</p> <p>Outcome: Successfully conclude the Feasibility Study and formulate a sustainable plan by 2030 to meet the demands of the 2031 Housing Element and UPK expansion.</p> <p>Goal 1.3: Position PACCC as the leader in aligning with Universal Preschool transitions within Palo Alto.</p> <p>Outcome: Improve PACCC preschool students' performance on the Kindergarten Readiness Checklist as they transition to Kindergarten. Additionally, boost literacy outcomes for school-age children, aligning with the educational priorities of PAUSD.</p>

## Strategic Plan 2023-2030

Objective 2: Supporting Families and Building Community	
<b>Goals &amp; Outcomes</b>	<p>Goal 2.1: Proactively identify and secure resources aimed at enhancing financial assistance for families in need and potentially reducing tuition increases.</p> <p>Outcome: Enhance scholarship provision and/or decrease average tuition fees for families who need financial support by 2025.</p> <p>Goal 2.2: Create and execute a holistic Diversity, Equity, Inclusion, and Belonging (DEIB) program aimed at ensuring equitable treatment, inclusive practices, and representation that mirrors the diverse demographics of Palo Alto.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Foster a DEIB initiative that visibly impacts board decisions, programming, and staffing outcomes.</li> <li>• Achieve a diverse representation in program enrollment that improves alignment with the demographic profile of the community served by PACCC.</li> <li>• Implement a succession plan for emerging leaders, fostering a staff perspective that supports the DEIB initiative.</li> </ul> <p>Goal 2.3: Amplify PACCC’s role in family support, incorporating a resource hub for information, education, support, and activities for children and families.</p> <p>Outcome: Launch a comprehensive resource platform dedicated to family support by June 2026.</p>
Objective 3: Cultivating Valuable Partnerships	
<b>Goals &amp; Outcomes</b>	<p>Goal 3.1: Advocate at local, county, and state levels for accessible and high quality childcare for all families.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Establish an advocacy platform that outlines key priorities and evaluate the ways in which PACCC has the capacity to influence the early childhood education movement by 2025.</li> <li>• Engage in at least one advocacy position or campaign within the first year of implementation.</li> </ul> <p>Goal 3.2: Involve youth partnerships in a community-wide project to aid all children in succeeding, similar to Developmental Assets in the 2000s.</p> <p>Outcome: Evaluate a community-wide initiative and publish the results for community review.</p> <p>Goal 3.3: Integrate youth and family partners into PACCC programming to enhance impact.</p> <p>Outcome: Achieve the integration of partner participation in at least five of PACCC's programs by 2030.</p>
Objective 4: Elevating PACCC's Impact	
<b>Goals &amp; Outcomes</b>	<p>Goal 4.1: Enhance PACCC's role as a vital community cornerstone for early childhood education and care via marketing and community interaction.</p>

## Strategic Plan 2023-2030

	<p>Outcome: Boost community recognition of PACCC as evaluated through surveys.</p> <p>Goal 4.2: Promote organizational leadership (staff and board) to bolster PACCC's ability to fulfill its mission and vision.</p> <p>Outcome: Implement a leadership development program that incorporates succession planning, and establish annual strength-based evaluations for both board members and staff to measure leadership efficacy.</p> <p>Goal 4.3: Invest in technology that meets the demands of 21st-century communications and customer services.</p> <p>Outcome: Develop a user-friendly and efficient website and modernize all communication systems by 2030. Aim for a significant increase in family satisfaction ratings by the same year as a direct result of these technological improvements.</p>
--	---

### 2023-2030 STRATEGIC PLANNING PROCESS & IMPLEMENTATION

<p><b>Planning Process</b></p>	<p>Starting in the fall of 2022, Palo Alto Community Child Care (PACCC) began a strategic planning process for 2023-2030. A committee was formed and trained, focusing on achieving the desired 2030 outcomes. The process involved a SWOT analysis with input from diverse stakeholders, which was then transformed into a SOAR framework. This shift aimed to focus on the organization's strengths and opportunities.</p> <p>The strategic planning process was marked by regular engagement through monthly SOAR activities for the board and staff. The Committee utilized the following process to draft the strategic plan for adoption - Discovery, Dream, Design and Document. Action in each phase is below.</p> <p><u>Discovery Phase</u></p> <ul style="list-style-type: none"> <li>• Attended CEN Strategic Planning Training</li> <li>• ED attended Harvard Business School Nonprofit Strategic Strategies program</li> <li>• Determined mission and vision are still relevant</li> <li>• SWOT to SOAR</li> <li>• Internal and External Stakeholder Surveys</li> <li>• Internal and External Stakeholder Interviews</li> <li>• Educated PACCC on P-3 Alignment</li> </ul> <p><u>Dream Phase</u></p> <ul style="list-style-type: none"> <li>• Review Vision</li> <li>• Review Program</li> <li>• Review Operational Capacity</li> <li>• Organization Metrics, including ERS, DDRP &amp; QRS</li> <li>• Review Capital &amp; Reserve Funds</li> <li>• Board Strategic Planning Activities</li> <li>• Staff strategic planning activities</li> </ul>
--------------------------------	---

## Strategic Plan 2023-2030

	<ul style="list-style-type: none"> <li>• Continuous evaluation of learnings</li> <li>• Reviewing predicted changes to ECE and Palo Alto</li> </ul> <p><u>Design Phase</u></p> <ul style="list-style-type: none"> <li>• Reviewed Operational Capacity</li> <li>• Reviewed Financial Capacity</li> <li>• Reviewed Program Capacity</li> <li>• Identified Strategies</li> <li>• Identified Goals</li> </ul> <p><u>Document Phase</u></p> <ul style="list-style-type: none"> <li>• Drafted Strategic Plan</li> </ul>
<p><b>Drafted By</b></p>	<p>Chief Executive Officer, Lee Pfab  Board Member, Hilary McDaniel  SOAR 2030 Committee led by Alison Stephens  Committee Members: Catherine Magill, Cindy Pouw, Cynthia Wood, Gina Signorello, Hilary McDaniel, Kimberly Bausback, Lee Pfab, Melissa Roth, Raju Parikh</p>
<p><b>Implementation</b></p>	<p>The Board, alongside relevant Board Committees, is committed to achieving the four objectives outlined in this Strategic Plan by actively advancing the stipulated outcomes. To ensure accountability and track progress, the Board will set up a regular rhythm of monitoring and assessment. The Board and the Chief Executive Officer will work in close collaboration to ensure the aligned execution of these four objectives. A critical part of this process will be determining the appropriate division of responsibilities between the Chief Executive Officer and the Board, which will be instrumental in achieving these objectives. This harmonious coordination aims to create a cohesive, efficient implementation process that remains true to our collective mission.</p>