

Navigating Universal PreKindergarten in Los Angeles County

A Practical Guide for Early Care and Education Providers



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Introduction

Universal PreKindergarten (UPK) is shifting the early childhood education landscape in Los Angeles County with the expansion of Transitional Kindergarten. This shift brings changes for families as well as for programs serving preschool-aged children. This guide offers practical tools to help all programs serving preschool-aged children adapt, sustain their business, and engage with the evolving early care and education (ECE) system. It also provides guidance and highlights the many resources LA County has to offer.

Suggestions for additional resources or ideas may be shared by contacting the Child Care Alliance of Los Angeles (CCALA) at upklosangeles@gmail.com.

Understanding UPK and Its Impact

What is UPK?

Universal PreKindergarten (UPK) is a publicly funded initiative aimed at increasing free and low-cost prekindergarten options for 3- and 4-year-old children. UPK is designed to expand early learning options available so that families can choose the setting that best fits their needs – whether that’s a school district-based program, a community-based center, or a home-based provider.

What’s Changing?

- The public school system is expanding access to free Transitional Kindergarten (TK) for all children who turn 4 years old on or by September 1st for the 2025–26 school year.
- TK expansion creates additional options for families and may shift enrollment patterns and planning considerations for non-district providers.

A Practical Toolkit for Early Care and Education Providers

This resource provides tools and information to help early care and education (ECE) providers support long-term sustainability by implementing diverse financial strategies, increasing program competitiveness, building relationships with local elementary schools and districts, staying informed about the evolving early education landscape, and utilizing workforce supports.

The **Child Care Alliance of Los Angeles (CCALA)** is committed to ensuring that all children have access to high-quality early care and education and that all ECE providers are recognized and supported as essential partners in California’s UPK system. Through CCALA’s network of 7 Resource & Referral (R&R) and 3 Alternative Payment (AP) member agencies serving LA County, the organization connects families to child care and supports ECE providers with licensing guidance, quality improvement resources, training opportunities, and technical assistance. As California expands UPK, R&Rs are also helping ECE providers understand how the system is changing, what it means for their programs and the families they serve, and how to navigate the transition with ongoing support and guidance. This effort is a partnership with the **LA County Office for the Advancement of Early Care and Education (OAECE)**.

Connect with a Local Child Care Resource and Referral (R&R) Agency

Providers can find their local R&R at ccala.net/connect. Each R&R has a UPK Liaison who provides guidance, connects programs with resources, and helps answer questions.

UPK Liaison Contact Information

- **Child Care Resource Center (CCRC)**
ccrcca.org
Name: Adriana Garcia
Phone: (747) 755-5743
Email: adgarcia@ccrcca.org
Languages spoken: English and Spanish
- **Children's Home Society of California**
chs-ca.org
Bianca Gomez
(562) 256-7448
Email: biancag@chs-ca.org
Languages spoken: English and Spanish
- **Connections for Children**
connectionsforchildren.org
Name: Tondra Gardner
Phone: (310) 452-3325 ext. 233
Email: tondrag@cfc-ca.org
Languages spoken: English
- **Crystal Stairs, crystalstairs.org**
Name: Maricela Mbila
Phone: (323) 421-1226
Email: mmbila@crystalstairs.org
Languages spoken: English and Spanish
- **Mexican American Opportunity Foundation (MAOF), maof.org**
Name: Fernando Perez-Cornejo
Phone: (323) 313-1669
Email: fperez@MAOF.org
Languages spoken: English and Spanish
- **Options for Learning**
optionsforlearning.org
Name: Anna Li
Phone: (626) 481-6593
Email: ali@optionsforlearning.org
Languages spoken: English and Chinese (Mandarin/Cantonese)
- **Pathways LA, pathwaysla.org**
Name: Andrea Rojas
Phone: (213) 651-0794
Email: arojas@pathwaysla.org
Languages spoken: English and Spanish
- **Pomona Unified School District Child Development**
childdev.pusd.org
Name: Octavio Cuevas-Hernandez
Phone: (909) 397-4740 ext. 25269
Email: octavio.cuevas-hernandez@pomona.k12.ca.us
Languages spoken: English and Spanish

Financial Strategies for Sustainability

Tapping into Free Business Supports and Resources

Early care and education providers are often classified as small businesses. There are specific resources for small- and micro-businesses that can cater to the unique needs of providing early childhood services.

The City of Los Angeles Economic and Workforce Development Department operates BusinessSource Centers which offer free services to LA City business owners and entrepreneurs. Find a BusinessSource Center on the [EWDD website](#)¹ or by calling (323) 568-1520. **The County of Los Angeles Department of Economic Opportunity (DEO)** includes the Office of Small Businesses which also offers services to help small business owners and entrepreneurs. Visit the [Office of Small Businesses' website](#)² or call (844) 432-4900.

The Child Care Providers Union (CCPU) Training Fund offers free, provider-led small business workshops and webinars. Learn more and discover upcoming trainings and resources at [ccputrainingfund.org](#). For provider questions email: PRC@ccpuca.org or call (888) 583-CCPU (2278).

Local Child Care Resource & Referral (R&R) agencies also may offer business and financial trainings in person and online. Learn more about the free support services offered by R&Rs below:

- **Child Care Resource Center (CCRC), [ccrcca.org](#)**
Phone: (818) 717-1000 (San Fernando Valley); (661) 789-1200 (Antelope Valley)
CCRC provides [free business consultation and coaching](#)³ for providers. In addition, they offer [trainings specifically for FCCs](#).⁴
- **Children's Home Society of California, [chs-ca.org](#)**
Phone: (888) 247-4543
- **Connections for Children, [connectionsforchildren.org](#)**
Phone: (310) 452-3325
- **Crystal Stairs, [crystalstairs.org](#)**
Phone: (323) 299-8998
- **Mexican American Opportunity Foundation (MAOF), [maof.org](#)**
Phone: (323) 890-1555
- **Options for Learning, [optionsforlearning.org](#)**
Phone: (626) 699-8070
- **Pathways LA, [pathwaysla.org](#)**
Phone: (213) 427-2400
- **Pomona Unified School District Child Development, [childdev.pusd.org](#)**
Phone: (909) 397-4740

Opportunities Exchange offers a [Financial Management Toolkit](#)⁵ for Family Child Care Homes (FCCs) and centers to support ECE providers in strengthening their business practices. The toolkit includes budget templates, financial self-assessments, and other resources.

Quality Start Los Angeles has curated a list of [Early Learning Resources: Career, Technology, and Business Support](#)⁶ to help ECE providers run, start, and protect their businesses.



Pursuing Alternative Funding Sources

Serve Different Age Groups

Infants and Toddlers: Expanding or introducing infant and toddler care services can be a strategic move for early care and education programs experiencing a decrease in 4-year-old enrollments. While offering care for younger children has a different set of challenges, it can help maintain financial viability while also addressing the high demand for more slots in this area.

Resources to Expand into Infant and Toddler Care

- **OAECE's** Infant and Toddler Expansion Toolkit: [Download the guide](#).⁷
 - Watch the Pre-Recorded Online Training by Public Counsel
 - [English](#)⁸
 - [Spanish](#)⁹
- LA City's **Community Investment for Families Department** has created a toolkit to help providers open or expand child care programs – including programs for infants and toddlers specifically in the City of LA Check it out here: [Starting Strong: A Step-by-Step Toolkit to Open and Expand Child Care Programs in the City of Los Angeles](#).¹⁰

Child Care Initiative Project (CCIP)¹¹: CCIP strengthens California's home-based child care by supporting providers who are becoming licensed, expanding their license, or improving care quality. CCIP specialists offer training and guidance, with a focus on infant and toddler care. Programs can contact their local R&R for more information.

School-Age: Expanding to serve school-age children - before school, after school, or during school breaks - can be another way to stabilize enrollment and diversify income. Offering care for older children helps fill open part-day slots and meet an ongoing need in many communities. School-age care may require adjusting a program's schedule and programming, but it is a valuable service for working families and an additional source for enrollments, especially during summer and holidays when demand increases.

- **Family Child Care Homes (FCCHs):** Programs are licensed to care for children up to age 13. An FCCH can begin offering care to school-age children as long as the program stays within licensed capacity and ratios.
- **Child Care and Early Education Centers:** Programs may need to update a license to include a school-age component if one is not already in place. This process can involve submitting a request to Community Care Licensing and revising the facility layout, staff qualifications, or activity plans.



Participate in Subsidized Child Care Programs

Participating in subsidized child care programs – like the **California Alternative Payment Program (CAPP)**, **CalWORKs Child Care**, **California State Preschool Program (CSPP)**, **General Child Care and Development (CCTR)**, **Head Start**, or **Family Child Care Home Education Networks (FCCHENs)** – can help strengthen financial sustainability. These government-funded programs fund child care and early education for income-eligible families. Accepting families who pay with a subsidy provides reliable monthly payments, broadens a program’s potential enrollment pool, and creates a more stable income stream, even during times of economic uncertainty. It also helps increase access for families who need care the most.

California Alternative Payment Program (CAPP) Vouchers and CalWORKs Child Care

CAPP and CalWORKs provide vouchers directly to eligible low-income families, who can choose where to use them - including at licensed family child care homes, centers, and unlicensed Family, Friend, and Neighbor (FFN) care. To accept child care vouchers, programs must work with their local Alternative Payment agency, which handles the payment process.

There are 11 Alternative Payment Agencies in LA County.
Below are the zip codes each agency serves:

Child Care Resource Center (CCRC): 91020, 91040, 91042, 91046, 91200, 91201, 91202, 91203, 91204, 91205, 91206, 91207, 91208, 91209, 91210, 91214, 91301, 91302, 91303, 91304, 91305, 91306, 91307, 91308, 91309, 91310, 91311, 91313, 91316, 91321, 91322, 91323, 91324, 91325, 91326, 91328, 91330, 91331, 91333, 91334, 91335, 91337, 91340, 91341, 91342, 91343, 91344, 91345, 91346, 91350, 91351, 91352, 91353, 91354, 91355, 91356, 91360, 91361, 91362, 91364, 91365, 91367, 91371, 91372, 91376, 91380, 91381, 91383, 91384, 91385, 91386, 91387, 91390, 91401, 91402, 91403, 91404, 91405, 91406, 91407, 91408, 91409, 91410, 91411, 91412, 91413, 91416, 91423, 91436, 91501, 91502, 91503, 91504, 91505, 91506, 91507, 91510, 91523, 91526, 91601, 91602, 91603, 91604, 91605, 91606, 91607, 91608, 91609, 91610, 91615, 91616, 93243, 93510, 93532, 93534, 93535, 93536, 93539, 93543, 93544, 93550, 93551, 93552, 93553, 93563, 93584, 93590, 93591

Children’s Home Society of California: 90650, 90651, 90652, 90659, 90701, 90702, 90703, 90704, 90706, 90707, 90710, 90711, 90712, 90713, 90714, 90715, 90716, 90731, 90732, 90733, 90734, 90744, 90745, 90746, 90747, 90748, 90749, 90755, 90800, 90801, 90802, 90803, 90804, 90805, 90806, 90807, 90808, 90809, 90810, 90813, 90814, 90815, 90822, 90831, 90832, 90833, 90834, 90835, 90840, 90842, 90844, 90845, 90846, 90847, 90848, 90853, 90888, 90895, 90899

City of Norwalk:¹² 90650

Connections for Children: 90024, 90025, 90034, 90035, 90045, 90049, 90064, 90066, 90067, 90073, 90077, 90080, 90083, 90094, 90095, 90230, 90231, 90232, 90233, 90245, 90254, 90263, 90264, 90265, 90266, 90267, 90272, 90274, 90275, 90277, 90278, 90290, 90291, 90292, 90293, 90294, 90295, 90296, 90400, 90401, 90402, 90403, 90404, 90405, 90406, 90407, 90408, 90409, 90410, 90411, 90501, 90502, 90503, 90504, 90505, 90506, 90507, 90508, 90509, 90510, 90717

Crystal Stairs: 90000, 90001, 90002, 90003, 90007, 90008, 90009, 90011, 90015, 90016, 90018, 90037, 90043, 90044, 90047, 90051, 90056, 90058, 90059, 90060, 90061, 90062, 90082, 90220, 90221, 90222, 90223, 90224, 90247, 90248, 90249, 90250, 90251, 90260, 90261, 90262, 90300, 90301, 90302, 90303, 90304, 90305, 90306, 90307, 90308, 90309, 90310, 90311, 90312, 90313, 90397, 90398

Drew Child Development, Inc.:¹³ 90001, 90002, 90003, 90011, 90059, 90061, 90262

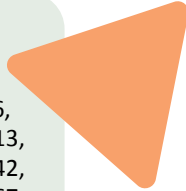
International Institute of Los Angeles:¹⁴ 90022, 90023, 90031, 90032, 90033, 90063, 91754, 91755

Mexican American Opportunity Foundation (MAOF): 90022, 90023, 90030, 90031, 90032, 90033, 90040, 90063, 90201, 90202, 90239, 90240, 90241, 90242, 90255, 90270, 90280, 90640, 90660, 90661, 90662, 90665, 90670, 90671, 90723, 91754, 91755, 91756

Options for Learning: 90601, 90602, 90603, 90604, 90605, 90606, 90607, 90608, 90609, 90610, 90631, 90637, 90638, 90639, 91001, 91003, 91006, 91007, 91008, 91009, 91010, 91011, 91012, 91016, 91017, 91024, 91025, 91030, 91031, 91066, 91077, 91101, 91102, 91103, 91104, 91105, 91106, 91107, 91108, 91109, 91110, 91114, 91115, 91116, 91117, 91118, 91121, 91123, 91124, 91125, 91126, 91129, 91182, 91184, 91185, 91188, 91189, 91199, 91702, 91706, 91731, 91732, 91733, 91734, 91735, 91770, 91771, 91772, 91775, 91776, 91778, 91780, 91801, 91802, 91803, 91804, 91896, 91899

Pathways LA: 90004, 90005, 90006, 90010, 90012, 90013, 90014, 90017, 90019, 90020, 90021, 90026, 90027, 90028, 90029, 90036, 90038, 90039, 90041, 90042, 90046, 90048, 90050, 90053, 90054, 90055, 90057, 90060, 90065, 90068, 90069, 90070, 90071, 90072, 90075, 90076, 90078, 90079, 90081, 90086, 90087, 90093, 90099, 90209, 90210, 90211, 90212, 90213

Pomona Unified School District Child Development: 91744, 91711, 91722, 91723, 91724, 91765, 91740, 91741, 91745, 91744, 91746, 91750, 91766, 91768, 91748, 91773, 91744, 91789, 91790, 91791, 91792, 91767



California State Preschool Program (CSPP)

CSPP offers free or low-cost part-day or full-day preschool for 3- and 4-year-olds from eligible families. To offer CSPP, programs apply for a state contract with the California Department of Education. Programs can also partner with an agency that already holds a contract. These programs must meet specific Title 5 requirements, including teacher qualifications, assessment tools, and curriculum guidelines. If a program is looking to become a new CSPP contractor or expand services to a new site, apply when the next CSPP Expansion Request for Applications (RFA) opens. The CDE typically releases these RFAs annually, so it's advisable to monitor the [CDE Funding Opportunities page](#).¹⁵ For more information, call (916) 322-5111 or email fmp@cde.ca.gov.

General Child Care and Development (CCTR)

CCTR provides full-day, year-round care for income-eligible children from birth to age 13. Programs apply for a contract with the California Department of Social Services (CDSS) to offer CCTR services. Programs must meet Title 5 licensing, staffing, and reporting requirements. CDSS periodically releases RFAs for CCTR expansion. It's advisable to regularly check the [CDSS CCTR Expansion page](#)¹⁶ for updates. For more information, call CDSS at (916) 639-7985 or email CCTRRFA@cdss.ca.gov.

Head Start and Early Head Start

Early Head Start and Head Start provide comprehensive early learning and family support services for children birth to 3 years old and 3 to 5 years old, respectively. In Los Angeles County, the Los Angeles County Office of Education (LACOE) is the largest Head Start grantee and partners with delegate agencies to deliver Head Start services at local sites. These partnerships include private and nonprofit program providers. Programs interested in becoming a delegate agency must meet federal Head Start Program Performance Standards, including specific requirements for staffing and curriculum. Programs interested in offering Head Start services should visit [LACOE's Head Start & Early Learning Division website](#)¹⁷ or call (877) 773-5543 to learn more. It's also recommended to register as a vendor through [LACOE's PlanetBids portal](#)¹⁸ and monitor for Head Start or Early Head Start delegate agency opportunities.

Early care and education programs may also apply directly to the federal Office of Head Start, within the Administration for Children and Families at the U.S. Department of Health & Human Services, to become an Early Head Start or Head Start provider. For more information, visit www.headstart.gov/grant-application.

Family Child Care Home Education Networks (FCCHENs)

Lead agencies like an R&R or a nonprofit may administer a FCCHEN through a CFCC, CCTR, or CSPP contract. These networks provide FCCs with support in areas like professional development, assessments, curriculum, and payment processing. This can be a great option if a licensed family child care provider is looking to participate in subsidized care without managing a contract. To learn more about FCCHENs operating locally, reach out to the Office for the Advancement of Early Care and Education by visiting <https://childcare.lacounty.gov/upk/#earlyeducators> – which includes an LA County FCCHEN directory – or by emailing OAECE@ph.lacounty.gov.



Partnering with Local Businesses

Many businesses seek reliable child care and early education solutions for their workforce and are open to establishing partnerships to streamline these services directly to their employees. This type of partnership can create a reliable source of revenue and can increase a program's credibility within the community. Employers are interested in factors such as flexible hours, discounts for employees, or priority placement on waitlists.

Develop A Pitch

Developing a pitch that highlights how early care and education services improve employee retention, reduce absenteeism, and support working families can help facilitate partnerships with local employers. Consider offering:

- Flexible enrollment slots to accommodate varied work schedules.
- Priority placement for employees' children to create long-term business relationships.
- On-site or near-site child care options.
- Waiving enrollment fees for employees' children.

Reach out to neighborhood businesses or the local Chamber of Commerce to connect with employers in need of child care and early education support. Local business associations can also be effective channels for promoting early care and education programs within the community.

How to Find and Contact the Local Chamber of Commerce

Go to the County of Los Angeles Services Locator at locator.lacounty.gov

- In the search bar labeled "Find", type: Chambers of Commerce.
- In the search bar labeled "Near", enter the program site address.

View the Results

- A list of local Chambers of Commerce will appear.
- Look for the Chamber of Commerce that matches the program site's city or neighborhood.

Get Contact Information

- Select the relevant local Chamber of Commerce.
- Find the phone number, email, or website to get in touch.
- See Appendix A for examples of what to say.

Building Competitive Advantage in Early Care and Education Programs



Positioning an Early Care and Education Program

Highlighting what makes an early care and education program different can help attract families who need flexible, personalized care for their children. Consider highlighting:

- **Alternative/Extended Hours of Care:** Certain programs follow a traditional school-day schedule (i.e. 8:00 am to 2:00 pm) and a typical school-year schedule (mid-August to the beginning of June). Make it known if a program can offer alternative hours, such as before- and after school hours, weekend care, care during school breaks (spring, winter, or summer), or flexible pick up and drop off options.
- **Specific Educational Values and Unique Curricula:** Emphasize approaches such as play-based learning, social-emotional development, or hands-on experiences that may differ from traditional academic models.
- **Culturally and Linguistically Affirming Practices:** Highlight a program's commitment to creating diverse and inclusive environments that celebrate various cultures and traditions.
- **Languages Spoken:** If a program offers instruction or care in multiple languages, promote the bilingual or multilingual approach as a unique asset.
- **Years of Experience:** Parents value ECE providers with extensive early childhood experience. Share a program's staff backgrounds, certifications, and success stories.
- **Smaller Group Sizes (Especially for FCCHs):** Programs that offer smaller group settings can highlight their ability to offer more individualized attention and relationship-building.
- **Nap Times:** Providers with structured restful periods should emphasize how this meets the developmental needs of young children who still need a break in the day to sleep.

Promoting an Early Care and Education Program

Effective marketing can grow an early care and education program by increasing awareness and attracting new families. A variety of marketing materials and methods can be used to highlight a business's value.

Develop a Sales Pitch

Develop a pitch that highlights what makes a program unique. Here are some useful prompts to get started:

- “Our program is special because _____.”
- “We support your family by _____.”
- “We offer _____ (e.g., small class sizes, home-cooked meals, flexible hours).”

Design Resources

Graphic design platforms such as [Canva](#)¹⁹ and [VistaPrint](#)²⁰ can support programs in creating professional and engaging marketing materials, including flyers, banners, or business cards. Canva is also useful for creating social media posts.

- Check out these free **Canva** tutorials to get started:
 - [Canva Beginners Guide](#)²¹
 - [Quality Start LA Canva Quick Guide](#)²²
- [Free Canva Flyer Template for Child Care Programs](#)²³
 - Note: A Canva account is required to access this template.
- **The Child Care Resource Center's** [Creative Bridge](#)²⁴ program is also a great option for early care and education providers looking to create professional marketing materials like flyers, posters, and banners – with free quotes available upon request.

Build an Online Presence

Developing an online presence is a low-cost, high-impact way to promote a program and increase visibility. Build online presence by creating and maintaining program profiles on sites like Yelp, Google Business, and My Child Care Plan. Programs can also advertise locally on websites like Facebook Marketplace, Nextdoor, and through parent groups on social media.

- **The Child Care Alliance of Los Angeles (CCALA)** has developed guides to walk you through building a [Yelp Business Profile](#),²⁵ [Google Business Profile](#),²⁶ and [My Child Care Plan Profile](#).²⁷

Boost Community Visibility

Hosting open houses and inviting families to tour a program's facility can build trust and interest. Platforms such as [Eventbrite](#)²⁸ can help manage RSVPs.

Examples of local community spaces and businesses where one can promote their program include:

- Pediatricians' offices
- Libraries
- Retail and grocery stores
- Restaurants and cafés
- Community/recreation centers
- Local elementary schools

Additional Marketing Resources

- **LearnBasicTech: A guide to understanding the basics of technology.** They provide free resources, courses and weekly events in LA County that can be used to improve digital skills. Learn more at learnbasictech.org.²⁹
- **Quality Start Los Angeles (QSLA)** offers [free technology guides](#),³⁰ including tutorials on how to use QR codes, Canva, Zoom, and more.
- **My Child Care Plan** has created a [comprehensive guide](#)³¹ to marketing your child care business.
- **The LA County Department of Economic Opportunity** has a variety of resources for small businesses like early care and education providers. Visit the [Office of Small Businesses' website](#)³² to learn more.

Advancing Professional Skills

Workforce Supports and Training Resources

Invest in growth as an early childhood educator and enhance the quality of care a program provides with a variety of free professional development resources. Whether early educators are looking to improve a program, gain new skills, access financial support, or connect with a network of early care and education professionals, there are opportunities available to support that journey. From quality improvement initiatives and state-funded training programs to local workshops and stipends, these resources are designed to help early educators advance careers, stay informed on best practices, and ultimately provide the best care and learning experiences for children.

Professional Development Opportunities

Quality Start LA

Join LA's **Quality Rating & Improvement System (QRIS)**, [Quality Start Los Angeles](#).³³ This program is designed to empower early learning providers through professional development, specialized trainings (virtual and in-person), individualized program supports, and access to cutting-edge resources and funding opportunities.

The California Early Care & Education Workforce Registry

Create a profile on **California's ECE Workforce Registry** to access free trainings and professional development opportunities, apply for state and local stipends, track professional growth, and more. Get started today: [Create your Registry Profile](#).³⁴

Pursue an ECE Permit or Credential

Providers looking to grow their careers may want to pursue early childhood education permits such as the Associate Teacher or Teacher Permit. These credentials not only support high-quality care and education but can also help attract prospective families. Certain permits are also required to offer programs like CSPP (California State Preschool Program) or CCTR (General Child Care and Development). Learn more about the different types of permits and credentials – including required coursework – on the CA Registry’s [California Early Learning Career Lattice Educational Requirements Guide](#).³⁵

Workforce Pathways LA

[Workforce Pathways Los Angeles](#)³⁶ provides financial stipends to early educators who improve their qualifications by completing 21 hours of professional development, securing an initial Child Development Permit, completing college coursework, or achieving a college degree. Start by creating a profile on the California ECE Workforce Registry.

Resource & Referral Agency Trainings

Each R&R has a wealth of free professional development opportunities and trainings. To learn more, visit their website or give them a call – you’ll find their info on page 7.



Building Bridges with School District Programs



The Benefit

Establishing connections with school districts and local elementary schools can help community child care providers strengthen their role in UPK and secure new partnership opportunities that can ripple out to all age groups. These partnerships are also valuable to schools, which benefit from having trusted early learning providers in the community to support families - especially those with younger siblings or after-school needs. Districts are committed to parental choice, recognizing that families need a variety of high-quality options that reflect their schedules, cultures, and preferences. Building relationships now can lay the foundation for mutually supportive collaborations that serve children from birth through elementary school.

Building Relationships with District UPK Programs

Promote a Program in Nearby Elementary Schools

Schools often have families looking for full-day care for younger siblings or before/after-school care for school-aged children. This is where a child care program can shine! Contact nearby elementary schools to see if they'd be open to sharing program information with parents. They would be able to display an outreach flyer in the school office or family resource center, refer families to a local program, or allow local early educators to share information at family events.

Promote Regular Program Offerings

- Schools often interact with families who have younger siblings in need of child care. Let local elementary schools know that early care and education programs offer full-day care for younger siblings who are not yet old enough for school.
- With reliable child care, parents feel less overwhelmed, creating a calmer home environment and increasing academic success for the older sibling.

Offer Before-School, After-School, or Intersession Care

- Offering before-school, after-school, or intersession care can help a program supplement part-day slots and maintain a fuller schedule.
- Certain district-run programs like the California State Preschool Program and summer programs may only be half-day. An early learning and care program can help by providing care for the rest of the day.
- Schools with state-funded after-school programs are discouraged from keeping kids on a waitlist and can even be penalized for doing so. However, because there's a high demand for after-school programs, waitlists are common. If an early care and education program can serve school-age children, offering to take referrals can help reduce waitlists and ease the burden on schools.

Helpful Tips for Success

- **Matching School Fees:** Schools may be more likely to share information about a program if it charges the same rate as their after-school programs.
- **Accepting Subsidies:** Let schools know! If a program accepts child care subsidies or has contracts to provide subsidized care to families, be sure to tell local schools.

Good To Know

- Although students in Transitional Kindergarten (TK) are 4 years old, they are considered school-age when it comes to before/after school care ratios.

Next Steps: Connect with the elementary school's secretary, office manager, or a similar staff member, to explore opportunities to promote a program at an elementary school.

Step 1:

- Search for nearby elementary schools by typing your zip code into the California Department of Education's [California School Directory](#)³⁷ and then clicking the "Schools" tab.
- Once you find a school site, visit their website and check the staff directory to find contact information for the principal, school secretary, administrative assistant, before- and after-school care staff, or similar.

Step 2:

- Call or email the identified staff member and let them know you would like to explore opportunities to support their families, including reducing the number of students on after-school waitlists.
- See Appendix B for examples of what to say.



Become an ELO-P Contractor

California has recently invested billions of dollars in the Expanded Learning Opportunities Program (ELO-P) to help schools offer learning opportunities beyond the regular school day, including before and after school, weekends, and school breaks. School districts are encouraged to partner with child care providers and community-based organizations to provide a diverse array of expanded learning programs for all students. **This opportunity is best suited for larger child care centers with enough staff and after-school infrastructure, as districts typically seek partners who can serve many students and support expanded capacity.**

How Can Child Care Providers Get Involved?

School districts may contract with providers to:

- **Administer an on-site expanded learning program:** Elementary schools with enough space can contract with external providers to manage and run an extended learning program on campus.
- **Provide staffing support:** ELO-P funds can be used to hire child care providers to staff expanded learning programs on school campuses.
- **Offer additional services:** School districts may bring in providers to offer specific activities such as art, music, tutoring, and recreation within their existing expanded learning programming. If a program offers before- or after-school care, summer programs, academic support, or enrichment, the services may be a great fit.
- **Administer an off-site expanded learning program:** Some schools do not have enough staff or space to serve all students, so districts may contract with community-based child care providers to offer an expanded learning program at off-site locations. Although this option is not as popular, it may be worth exploring.

Important Considerations:

- Before applying, make sure you have enough staff to meet required ratios (1:10 for TK–K, 1:20 for 1st grade and up). School districts will not fund programs that maintain waitlists – you must have the staffing to serve all assigned students.
- To participate, you must become an approved district vendor by completing their formal procurement process, usually through a Request for Proposal (RFP) or Request for Qualifications (RFQ) that outlines your program, experience, and pricing.



Next Steps

- **Sign Up as a District Vendor:** First, a program needs to register as a vendor with the school district. This also allows a program to get updates on contract opportunities.
- **Stay Alert for an Opportunity:** The school district may be looking for expanded learning providers. Local schools do this by posting an official request, sometimes a Request for Proposal (RFP) or a Request for Qualifications (RFQ), that explains what they need.
- **Apply When a Solicitation is Released:** If there's an open request, a program needs to submit information about structure, experience, and pricing. This is part of a school district's formal process to choose providers. If there is not an open request right now, it's still a good idea to register as a vendor so the program is ready when one becomes available!

How to Sign Up as a District Vendor:

- **Search for the Vendor Registration Page on Google:** “[School District’s Name] + Vendor Registration” or “[School District’s Name] + Procurement Portal”.
- **Check the School District’s Website:** Visit the school district’s procurement or purchasing department webpage. Look for a section called “Vendor Registration,” “Supplier Portal,” or “Doing Business with the District.”
- **Look for Online Portals:** Many large school districts use platforms like PlanetBids or OpenGov for vendor registration. If these platforms are on the district’s procurement page, follow their instructions to create an account.
- **Contact the Procurement Office:** If the registration page cannot be located, look for a contact email or phone number on the purchasing/procurement page and ask where to register.

Commonly Required Information:

- **Company Information:** Name, address, contact details.
- **Tax Identification Number:** FEIN or SSN.
- **W-9 Form:** A completed and signed IRS W-9 form.
- **Product Categories:** List of goods or services your business offers.



How to Connect with Schools

School Board Meetings

Attending school board meetings is a valuable way for early care and education providers to stay informed and engaged in decisions that impact early childhood education and wrap-around services in their community. These meetings are a great opportunity to advocate for partnerships, stay informed on funding and policies, and learn more about how districts are implementing UPK.

Find Your Local School Board Meetings

- [Find your School District](#)³⁸
- Visit your district's website and look for sections labeled "Board of Education," "School Board," or "Board Meetings."
- Attend a school board meeting. School board meeting dates are often listed on a school district's calendar of events. The agendas are typically posted at least 72 hours in advance of the meeting date. If a program would like to make a comment on a relevant topic, the program staff will need to sign up at the beginning of the meeting to speak during the designated public comment period. There is a time limit for how long you can speak, typically 3 minutes. Be aware, although the board members will listen, they are not allowed to respond. Programs may make a comment whether staff attend in person or virtually. Please check with the local school board to confirm the specific protocol.

LAUSD Board Committee on Children and Families in Early Education Meeting

The LAUSD Board Committee on Children and Families in Early Education meets to discuss UPK planning, meeting the needs of parents, and other important early care and education topics and updates.

To find upcoming Children and Families in Early Education Committee meetings, check the [LAUSD Board of Education Meeting Calendar](#)³⁹ for meetings titled "Children and Families in Early Education Committee." Programs may attend these meetings in person or watch the live stream in English or Spanish.

- Note: Any individual wishing to address a school board must register to speak using the [Speaker Sign Up website](#),³⁹ and indicate whether comments will be provided over the phone or in person. Registration will open 24 hours before the meeting.

Attend LA County Office of Education (LACOE) Meetings

LACOE Board Meetings

LACOE is governed by the Los Angeles County Board of Education, which sets LACOE policies. While each school district manages its own budget and policies, the County Board meetings discuss various interdistrict topics including funding and governmental relations. They hold monthly meetings that are open to the public. Learn more about the Board and upcoming meetings here: lcoe.edu/about/board.

LACOE UPK Network Sessions

LACOE's virtual UPK Network Sessions bring together Local Education Agencies, UPK leads, administrators, and county-wide early childhood education advocates to share best practices, challenges, and recommendations, develop networks of support, and obtain UPK planning and implementation updates

Register for upcoming UPK Network Sessions here: <https://lcoe.k12oms.org/>.⁴⁰

Educating Elected Officials on Community-Based Early Care and Education



Why Educate?

Ensuring all child care providers have a place in Universal PreKindergarten (UPK) is key to honoring parent choice. Education efforts can help family child care homes, community-based programs, and other diverse, high-quality early learning providers be recognized as essential UPK partners. By engaging with policymakers, collaborating with local agencies, and raising awareness about the value of community child care providers, programs can shape an inclusive UPK landscape that supports both families' needs and LA County's entire early care and education infrastructure.

Keep Track of Important Early Care and Education Legislation

Tracking child care legislation helps providers stay updated on policies that impact early care and education.

Resources on Legislation Updates

- [Thriving Families CA State Legislation Tracker](#):⁴¹ Get information on California legislation that is of interest to the early care and education field.
- [EveryChild CA's Legislative Weekly Update](#):⁴² Sign up for EveryChild CA's Legislative Weekly Update where they include up-to-date bill, budget, and legislative hearing information pertaining to subsidized early care and education programs.
 - Find the "Join Our Mailing List" section on the right and enter name and email address.

Find and Contact Legislators

Reaching out to local and state legislators is a powerful way to promote policies that support child care providers. Elected officials make decisions on funding, regulations, and programs like UPK that directly impact early care and education. By sharing experiences, challenges, and needs, early educators help shape policies that ensure fair compensation, better resources, and stronger early learning systems.

How to Find and Contact Legislators

- Use tools like [Find Your Rep](#)⁴³ to find representatives and connect with them through emails, calls, or meetings. Each voice makes an impact - every call and email is logged by the legislator's office.



Join Early Care and Education Engagement Networks

Los Angeles County is home to numerous organizations dedicated to supporting child care providers. These organizations work to amplify provider voices, influence policy decisions, and expand access to funding and resources. By connecting with and joining local groups, early care and education providers can stay informed about important policy changes, participate in initiatives that strengthen the child care sector, and ensure program needs are represented in broader early education conversations.

Early Care and Education Engagement Networks


- **Catalyst California:** Catalyst California's Educational Equity program works to strengthen the Birth-to-12th-Grade system so all children can access quality opportunities. They focus on policy advocacy, effective implementation, and coalition building to improve outcomes across early childhood and K-12. To learn more, visit their catalystcalifornia.org, [join their mailing list](#),⁴⁴ or call (213) 989-1300.
- **Child Care Providers Union (CCPU):** CCPU is a statewide partnership of family child care providers belonging to three unions – SEIU Local 99 Education Workers in Los Angeles and San Bernardino, SEIU Local 521 in the Central Valley and Bay Area, and United Domestic Workers Alliance in San Diego. The union advocates for fair pay, access to training, retirement funds, and more. To learn more, visit their childcareprovidersunited.org⁴⁵ or [call your local office](#).⁴⁶
- **Children Now - The Children's Movement of California:** The Children's Movement of California, coordinated by Children Now, is a statewide network of individuals committed to putting children at the center of public policy. To learn more, visit childrennow.org or email tcm@childrennow.org.
- **Crystal Stairs - Community Voices:** Crystal Stairs' Community Voices initiative empowers child care providers and families by amplifying their voices in advocacy and policy discussions. To learn more, visit crystalstairs.org/community/community-voices⁴⁷ or email externalaffairs@crystalstairs.org.
- **Early Edge California:** Early Edge California is a statewide policy organization dedicated to expanding quality early care and education for children. They work with policymakers and other leaders to drive reforms that support parents and providers. To learn more, visit earlyedgecalifornia.org or call (213) 652-6585.
- **ECE Voices:** ECE Voices is a dynamic network of educators and professionals dedicated to advocating for positive change in California's early learning landscape. Join the network at everychildca.org/ece-voices-join-today or call (916) 443-5919.
 - Use the ECE Voices [Advocacy Toolkit](#).⁴⁸
 - Find upcoming ECE Voices at everychildca.org/ece-voices.
- **EveryChild CA:** EveryChild California is a statewide organization dedicated to advancing early learning and care through leadership, advocacy, and technical assistance. Join at everychildca.org/join or call (916) 443-5919 to learn more.
- **SEIU Local 99:** SEIU Local 99 – Education Workers United is a labor union representing nearly 50,000 education workers across Los Angeles, Ventura, and San Bernardino Counties. They engage in collective bargaining and advocacy, political and community engagement, and provide various member supports. To learn more, visit SEIU99.org or call (213) 387-8393.



Attend State and Local Early Childhood Education Briefings

Early educators can stay informed and make their voices heard in key meetings where decisions are made about UPK, rate reform, and other policies impacting the early care and education space.

- **[Early Childhood Policy Council](#)**:⁴⁹ The Early Childhood Policy Council is a group of early childhood experts that advocate for the needs of young children and their families while advising the Governor, Legislature, and Superintendent of Public Instruction on statewide early learning, care, and child development. The Council holds four public meetings each year, providing a platform for stakeholders to discuss key issues, receive updates, and stay informed about early childhood initiatives across California.
- **[Child Care Planning Committee](#)**:⁵⁰ The Child Care Planning Committee is Los Angeles County's Local Child Care and Development Planning Council (LPC). The committee focuses on assessing and planning for early care and education services across the county. They hold bi-monthly, in-person meetings that are open to the public.
- **[Policy Roundtable for Child Care and Development](#)**:⁵¹ The Policy Roundtable provides recommendations on policy, systems, and infrastructure improvements related to early care and education. The Policy Roundtable holds monthly in-person meetings that are open to the public.
- **[Joint Committee on Legislation](#)**:⁵² The Joint Committee on Legislation advises on federal, state, and local policy impacting early care and education in LA County. It monitors legislation and budgets, recommends positions on key bills, and informs updates to the County's legislative agendas. The Joint Committee on Legislation holds monthly in-person meetings that are open to the public.
- **[First 5 LA](#)**:⁵³ First 5 LA funds and influences early childhood initiatives throughout the county. The First 5 LA Board meets on the second Thursday of each month, and meetings are open to the public.




Los Angeles County Board of Supervisors: The Los Angeles County Board of Supervisors conducts various meetings to oversee and manage county operations.

- **[General Board Meetings](#)**:⁵⁴ The Board holds regular meetings to discuss and decide on county policies, budgets, and other essential matters.

Family and Social Services Cluster Meetings: Specialized sessions focusing on topics related to family welfare, social services, and community well-being within Los Angeles County.

To find Family and Social Services Cluster Meetings

- Go to ceo.lacounty.gov/agendas.
 - Scroll down to the section titled "Operations Cluster".
 - Look for "Family and Social Services" in the list to view future meeting dates and past meeting archives.
- 

Depending on where you live, there may also be opportunities to attend city-level meetings or join local groups, such as:

- **[Pasadena Early Child Development & Early Learning Task Force](#)**:⁵⁵ The Pasadena Early Child Development & Early Learning Task Force is a city-level committee dedicated to improving early childhood policies in Pasadena. They hold meetings on the 1st and 3rd Wednesday of every month that are open to the public.
- **[Santa Monica Early Childhood Task Force](#)**:⁵⁶ The Santa Monica Early Childhood Task Force brings together local partners to improve early childhood policies and programs in Santa Monica. They meet on the [3rd Wednesday of every other month via Zoom](#),⁵⁷ and meetings are open to the public.
- **[Long Beach Early Childhood Education Committee](#)**:⁵⁸ The Long Beach Early Childhood Education Committee brings together educators, advocates, parents, and other professionals to improve the early childhood landscape in Long Beach. Learn more about becoming a member at lbece.org/become-a-member.⁵⁹

You can also attend your local school board meetings, Los Angeles County Office of Education Board meetings, and the LAUSD Board Committee on Children and Family Meetings. For meeting information, see pages 19-20.



Conclusion



As Universal PreKindergarten (UPK) expands across California, early care and education providers are adjusting to new policies, expectations, and funding opportunities. While there may be confusion about the role of community-based programs in this effort, it is important to remember that UPK is not limited to Transitional Kindergarten (TK) in schools. Rather, it is designed as a mixed delivery system that includes all providers serving 3- and 4-year-old children—including licensed centers and family child care homes.

If a program serves 3- and 4-year-olds, it is a part of UPK. The services offered to families are valuable options that are flexible, culturally responsive, and grounded in trusted relationships. UPK aims to bring all of these options to the forefront so families can choose the early learning setting that best meets their needs.

This toolkit was developed to provide practical support to help programs succeed within the UPK landscape. It offers guidance on strengthening business operations, communicating roles to families, and building relationships with school districts and charter schools—partners who may be seeking community providers to help expand access. It also includes resources to stay updated on policy changes and inspire ways to elevate the importance of early care and education.

Early care and education programs are encouraged to stay engaged with local planning efforts and take advantage of the available resources. The continued presence and leadership of early educators are critical to ensuring that families throughout Los Angeles County have access to the early education opportunities they need. For additional assistance, you can contact your local Resource & Referral agency, the Child Care Alliance of Los Angeles (CCALA), or the Office for the Advancement of Early Care and Education (OAECE).



APPENDICES

The following scripts are intended as general guidance to help you start the conversation. Early care and education providers are encouraged to speak from experience.

Appendix A: Partnering with Local Businesses – What to Say

Calling a Local Chamber of Commerce: What to Say

“Hi, my name is [Your Name], and I run [Name of Child Care Program] here in [City/Neighborhood]. I’m reaching out to explore how the [Name of Chamber] can help connect child care providers like me with local businesses interested in supporting their employees with child care solutions. I’d love to partner with businesses in our community by offering [details about your program]:

[Examples:

- Flexible enrollment slots to accommodate varied work schedules.
- Priority placement for employees’ children to create long-term business relationships.
- Near-site child care options for local businesses.
- Waived enrollment fees for employees’ children as an added benefit.]

Is there someone I can speak with about making these connections? I’d love to discuss how to build these partnerships and support working families in [City/Neighborhood].”

Emailing a Program’s Local Chamber of Commerce: What to Send

Subject: Partnering with [City/Neighborhood] Businesses to Support Working Families

To Whom it May Concern,

I hope you’re doing well. My name is [Your Name], and I run [Name of Child Care Program] in [City/Neighborhood]. I’m reaching out to explore how the [Name of Chamber] can help connect child care providers like me with local businesses interested in supporting their employees with child care solutions.

Many working families struggle to find reliable, high-quality child care, and I believe local businesses can benefit from partnering with local providers to help their employees access the care they need. I’d love to collaborate with businesses in our community by offering [tailor for your program]:

- Flexible enrollment slots to accommodate varied work schedules.
- Priority placement for employees’ children to create long-term business relationships.
- Near-site child care options for local businesses.
- Waived enrollment fees for employees’ children as an added benefit.]

Would you be available for a brief conversation about how I can connect with businesses interested in these types of partnerships? I’d love to learn more about any opportunities the [Name of Chamber] facilitates in this space.

Looking forward to your thoughts!

Best,

[Your Name]

[Your Child Care Program Name]

[Your Contact Information]

[Your Website (if applicable)]

Calling or Meeting with Local Businesses: What to Say

Introduce Yourself: “Hi, my name is [Your Name], and I run [Name of Child Care Program] here in [City/Neighborhood]. I’m reaching out because I know that many businesses, like yours, have employees who struggle to find reliable child care. I’d love to explore ways we can partner to help support your team with child care solutions.”

Explain Why This Matters: When employees have access to quality child care, they’re more focused, productive, and less likely to miss work. Partnering with a local provider like me can be an easy way to help your employees while strengthening your business.”

Outline Ways You Can Partner: “I offer flexible options for businesses, including [tailor for your program]

- Priority placement for employees’ children to secure long-term care.
- Flexible enrollment slots to accommodate different work schedules.
- Near-site child care options for employees who need something close to work.
- Waived enrollment fees as an added employee benefit.”

Ask to Set Up A Meeting: “Would you be open to a quick meeting to discuss how this could work for your business? I’d love to tailor a solution that fits your needs and helps your employees.”

Offer Next Steps: “I’d be happy to send over some more information or set up a time to meet and talk through options. What works best for you?”

(If they’re interested, set a meeting time. If they need more info, offer to send details.)

Emailing Local Businesses: What to Send

Subject: Partnering to Support your Employees with Child Care Solutions

Dear [Business Owner/HR Representative’s Name]

I hope you’re doing well. My name is [Your Name], and I run [Name of Child Care Program] in [City/Neighborhood], conveniently located near your business. I know that many working parents struggle to find reliable child care, and I’d love to explore ways we can partner to support your employees with quality, convenient care options.

When employees have access to dependable child care, they are more focused, productive, and less likely to miss work. Partnering with a local provider like me can be an easy way to support your team while strengthening your business.

Some of the options I offer include [tailor for your program]

- Priority placement for employees’ children to ensure access to care.
- Flexible enrollment slots to accommodate varied work schedules.
- Near-site child care options - we’re located just [X minutes/miles] from your office.
- Waived enrollment fees as an added employee benefit.

[Because we’re so close IF APPLICABLE], your employees can have peace of mind knowing their children are [nearby] in a safe, nurturing environment. I’d love to discuss how we can tailor a solution that fits your needs. Would you be open to a quick call or meeting to explore this further?

Looking forward to connecting!

Best,

[Your Name]

[Your Child Care Program Name]

[Your Contact Information]

[Your Website (if applicable)]

Appendix B: Building Relationships with District UPK Programs – What to Say

Emailing or Writing a Letter to Nearby Elementary Schools: What to Send

Subject: Opportunity to Support [School Name] Families with Child Care Needs

Dear [Principal's Name],

I hope this letter finds you well. My name is [Your Name], and I run [Your Child Care Program Name], a [licensed family child care home/center] serving families in [Community/Neighborhood].

I wanted to reach out to introduce our program as a potential resource for parents at [School Name]. We know that families often need full-day care for younger siblings and after-school care for students - and that school-based after-school programs may not always have enough space for every child. I'd love to work with [School Name] to support your students and families by ensuring that they are aware of additional care options if they need them.

How We Can Help:

- **Full-Day Care for Younger Siblings:** If families at your school need care for younger children not yet school-aged, we can provide a safe, nurturing environment.
- **After-School Care for School-Age Children:** We can offer care for families who don't get a spot in your after-school program or need alternative scheduling.
- **Subsidy Acceptance:** We accept [list subsidies you accept, e.g. Alternative Payment Plans, CalWORKS, etc.], making care accessible for more families.
- **Convenient Location and Trusted Care:** Our program is located [nearby/in the community] and provides a nurturing environment with [list a few key offerings, such as homework help, enrichment activities, outdoor play, etc.].

I'd love the opportunity to connect and explore how we can work together to support your students and families. I know that families place great trust in their schools when it comes to their child's care and education, and I want to ensure that [School Name] feels just as confident in recommending our program.

I would be happy to introduce you to our staff, offer a tour of [Program Name], and share more about how we provide a safe, high-quality environment that supports children's learning and development. Please let me know if you'd be open to a brief conversation or visit – I'd love to show you firsthand why so many local families have selected us for their child's care. Looking forward to connecting!

Best,

[Your Name]

[Your Child Care Program Name]

[Your Contact Information]

[Your Website (if applicable)]

Calling the School Secretary or Office Manager: What to Say

Introduce Yourself: “Hi, my name is [Your Name], and I run [Name of Child Care Program], a [licensed family child care home/center] serving families in [Community/Neighborhood]. I wanted to reach out because I know families at [School Name] may need additional child care options, and I’d love to introduce our program as a potential resource for parents at [School Name].”

Key Talking Points [tailor for your program]:

- **Full-Day Care for Younger Siblings:** We can provide care for families with younger children who aren’t yet school-aged.
- **After-School Care for School-Age Children:** If families don’t get a spot in your after-school program or need alternative scheduling, we can offer another option.
- **Subsidy Acceptance:** We accept child care vouchers [Alternative Payment Plans, CalWORKS, etc.], making care more accessible.
- **Convenient Location and Trusted Care:** We’re located [nearby/in the community] and offer [enrichment activities, homework help, outdoor play, etc.].

Closing and Next Steps: “I’d love to connect and explore how we can work together to support your students and families.”

- Ask if they’d be open to a quick meeting or visit to your program.
- If not, ask if you can send over some information about your program to keep on hand in case families ever ask about additional child care options.





ENDNOTES

- 1 <https://ewdd.lacity.gov/index.php/local-business/businesssource-centers>
- 2 <https://opportunity.lacounty.gov/how-we-help/office-of-small-business>
- 3 https://drive.google.com/file/d/18ZCeizqH-7PgvP8Y0wIMHBPfrSiFs0Qc/view?usp=share_link
- 4 https://drive.google.com/file/d/1Fsg_O8InlCPchor3x5Dz9CjhPSdMzVIX/view?usp=sharing
- 5 <https://www.oppex.org/financial-management-toolkits>
- 6 <https://qualitystartla.org/early-learning/career-technology-business/>
- 7 https://childcare.lacounty.gov/wp-content/uploads/2024/04/OAECE_Infant-and-Toddler-Expansion-Toolkit.pdf
- 8 <https://www.youtube.com/watch?v=VDgJ2QcXwjU>
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- 10 <https://communityinvestment.lacity.gov/child-care-policy-and-equity>
- 11 <https://rrnetwork.org/ccip>
- 12 https://norwalkca.gov/departments_services/social_services/social_services_center/child_development_program.php
- 13 <https://drewcdc.org/>
- 14 <https://iilosangeles.org>
- 15 <https://www.cde.ca.gov/fg/fo/>
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- 19 <https://www.canva.com/>
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- 21 <https://www.canva.com/learn/how-to-canva-beginners-guide/>
- 22 <https://qualitystartla.org/wp-content/uploads/2023/11/Canva-Quick-Guide-English-1.pdf>
- 23 https://www.canva.com/design/DAGtPI-lpMo/_LRjxhHjwMX4rBz2uKyFqw/view?utm_content=DAGtPI-lpMo&utm_campaign=designshare&utm_medium=link&utm_source=publishsharelink&mode=preview
- 24 <https://www.ccrcca.org/creative-bridge-print/>
- 25 https://www.canva.com/design/DAGjavCEwbQ/GeEEqePD_0kdBvj-ZWr7Bg/view?utm_content=DAGjavCEwbQ&utm_campaign=designshare&utm_medium=link2&utm_source=uniquelinks&utlId=h5464c1bd4f
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- 38 <https://lacounty.maps.arcgis.com/apps/instant/sidebar/index.html?appid=af1b8c5645f541e9ac614499a297bcce¢er=-118.2553;34.2594&level=9&hiddenLayers=191c49dd51f-layer-106>
- 39 <https://boardmeeting.lausd.net/speakers>
- 40 <https://laoe.k12oms.org/eventdetail.php?id=272194>
- 41 <https://www.cappaonline.com/state-legislation>
- 42 <https://www.everychildca.org/contact-everychildca>
- 43 <https://findyourrep.legislature.ca.gov/>
- 44 <https://www.catalystcalifornia.org/sign-up>
- 45 <https://childcareprovidersunited.org/>
- 46 <https://childcareprovidersunited.org/find-your-local-office/>
- 47 <https://www.crystalstairs.org/community/community-voices/>
- 48 <https://www.everychildca.org/ece-voices-resources>
- 49 <https://www.chhs.ca.gov/home/committees/early-childhood-policy-council/>
- 50 <https://childcare.lacounty.gov/lpc>
- 51 <https://childcare.lacounty.gov/policyroundtable>
- 52 <https://childcare.lacounty.gov/policyroundtable/#JCL>
- 53 <https://www.first5la.org/our-board/calendar/>
- 54 <https://bos.lacounty.gov/board-meeting-agendas/>
- 55 <https://www.cityofpasadena.net/commissions/early-child-development-early-learning-task-force/>
- 56 <https://www.earlychildhoodsm.org>
- 57 <https://sites.google.com/view/earlychildhoodsm/meetings>
- 58 <https://www.lbece.org>
- 59 <https://www.lbece.org/become-a-member>



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The **Child Care Alliance of Los Angeles (CCALA)** is committed to ensuring that all children have access to high-quality early care and education and that all ECE providers are recognized and supported as essential partners in California's UPK system.



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