

LONG BEACH DAY NURSERY

STRATEGIC

PLAN

22-25

MISSION

Provide high quality early care
& education for young children
of working parents

lbdn.org | [@lbdnchildren](https://www.instagram.com/lbdnchildren)



Strategic Planning Committee

Dear LBDN Supporter,

We are so proud of the dynamic and diverse group of individuals who came together to accomplish something truly significant, the creation of our new Strategic Plan. This comprehensive, highly participatory, strategic planning process uncovered solutions to the needs that our children and families are facing.

Our Strategic Planning Committee (SPC) included twenty of our staff, board, and community members. Foundational data was collected and involved an environmental scan, two staff listening sessions, and a parent survey. The information that was collected informed the remainder of our planning process where we aligned around a common vision for the future, articulated obstacles that are blocking us from our goals and identified specific strategies and actions to accomplish our plans.

A strategic plan bears the most fruit when seen as a continuous process. We look forward to regularly reviewing and refining our plan in order to achieve projected outcomes and celebrate accomplishments. This process will also strengthen our organization's learning process and allow for system-wide adjustments to unforeseen influences that must be considered.

Sincerely,



Jennifer Allen, Executive Director



Debbie Thorpe, Board Chair 21-22

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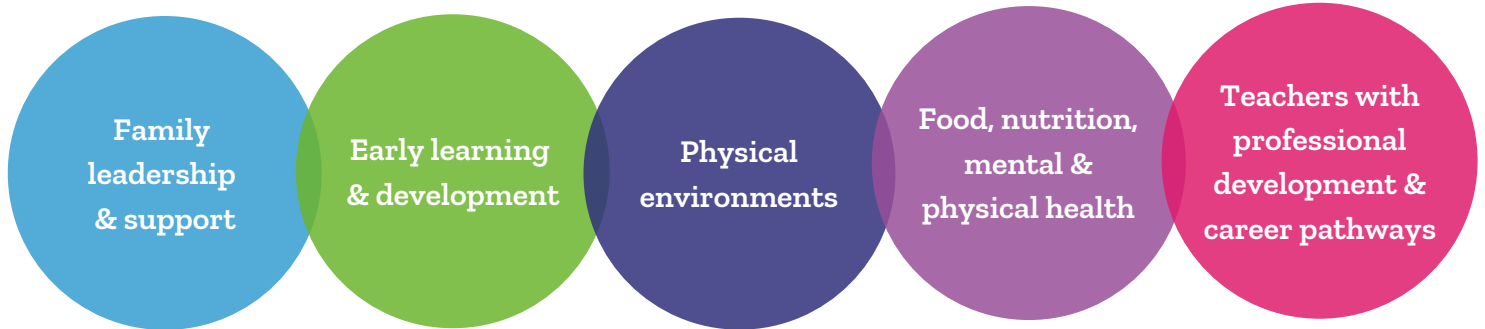
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What do children need to thrive?



Content adapted from Hope Starts Here

Why invest in early childhood?

Countless research studies have made clear that the first five years—in particular, the first three years—are critical for lifelong learning and health. During the first few years, 700 –1,000 new neural connections are formed every second; and a staggering 90% of a child’s brain is developed by age five.

Ensuring that young children have access to rich learning experiences in environments that are safe and promote healthy development is critical for success in school and in life. According to the National Association for the Education of Young Children, high-quality early education promotes not only children’s cognitive abilities, but also crucial traits like sociability, motivation and self-esteem. The positive effects from high-quality programs and the negative effects from poor-quality programs are magnified for children from under-resourced communities or those with special needs (National Institute of Child Health and Development) making the work of Early Childhood Education programs vital to the future success of our most vulnerable children.

Beyond the individual child, early childhood development directly influences the economic, health and social outcomes for individuals and society. Every dollar spent on high-quality, birth-to-five programs yields a 13% annual return on investment through reduced need for special education and remediation, better health outcomes, reduced need for social services, lower criminal justice costs and increased self-sufficiency (Heckman, 2021).

Additionally, ECE programs allow families to work or attend school knowing their children are safe and happy, and allowing parents to be productive members of our economy.

High-Quality Early Education

- Frequent positive interactions among adults and children
- Age- and developmentally-appropriate learning activities
- Teachers and support staff trained in child development and early education
- Enough adults to respond to individual children
- Healthy and safe environment
- Regular parent-teacher communication
- Nutritious meals and snacks
- Ongoing, systematic program evaluation

*Source: Adapted from the U.S. Department of State

Who We Are

Founded in 1912, the Long Beach Day Nursery (LBDN) was one of the first licensed child care programs in California. LBDN was the first licensed program in Long Beach and the first in Long Beach to meet the high standards required for accreditation by the National Association for the Education of Young Children (NAEYC). LBDN has graduated thousands of young children, who, upon entering kindergarten, were better prepared to take full advantage of their school experience and succeed in kindergarten and far beyond.

Our mission—to provide high quality early care and education for young children of working parents – has remained unchanged. In fact, our mission has become more vital as the number of single-parent and dual-parent working families grow.



LBDN's history is deeply rooted in the community. Surely, the success of LBDN stems from the high standards that were set forth by its founding board and first director, Florence Fisher. Theirs was a vision of great magnitude that truly earned the respect of the community. Those early standards have never wavered. Today, LBDN reflects over 100 years of experience and a continued strong commitment to the highest quality early care and education. LBDN is so much more than just a child care center, but rather an iconic Long Beach institution that continuously pushes the envelope of what it means to serve children and their families, and provides a high quality early childhood program for more than 300 children each year.

Pictured: First LBDN director Miss Florence E. Fisher with two of her students.



What We Do

LBDN reflects 110 years of experience and a strong commitment to the highest quality early care and education. Our programs are researched based, accredited by the National Association for the Education of Young Children (NAEYC), and developmentally appropriate. LBDN goes above and beyond typical child care to carry out our mission. We offer quality care that meets the needs of our student's development while simultaneously meeting the needs of families, allowing parents to go to work or complete their education knowing their children are in good hands. We are open 12 months a year, Monday - Friday 7:30am-5:00pm modified hours (6:30am-6:00pm regular hours) to accommodate family's schedules.

When children graduate from the LBDN we are confident the high quality early education received within our program has prepared them for success in kindergarten and beyond.

Program Tenets

Our program is guided by a core set of program tenets that encapsulate our commitments to the children, families and staff of LBDN.

- Provide high quality, affordable early care and education to children ages 6 weeks to 6 years.
- Nurture the social, emotional, physical, linguistic, and intellectual development of the young children enrolled in our school.
- Prepare children for successful entry into Kindergarten.
- Partner with families for the personal growth and development of their children.
- Enable parents of young children to be employed or complete their education.
- Surround our teaching team with a system of support so that they in turn may provide the highest quality care for the children and families we serve.



Accredited Program

LBDN has 2 of only 4 programs in the city that meet the high standards of NAEYC Accreditation



Individualized Attention

Low teacher child ratios
Continuity of care
Primary care groups
Developmentally appropriate practice



Highly-Trained Qualified Teachers

Professional Development
Incentive Program
Continuing Education Scholarships
Degree'd & Certificated Teachers



School Readiness

Early literacy, art, music, social emotional, and STEM (science, technology, engineering, & math) curriculum



Early intervention Program

Free on-site early intervention program and resources offered year-round



Healthy Connections

Health services, screenings, physical fitness education



Nutrition

Healthy, balanced breakfast, lunch and snacks made on-site and served daily



Stepping Stones Scholarships

Financial assistance to promote greater access for families who do not qualify for subsidy but still need support for tuition



Family & Parent Engagement

Parent workshops, advisory committees, special events, open door policy

Two Branches, Same Tree

LBDN operates two branches: East and West. While each branch has its unique characteristics, at each you'll find the same high-quality, nationally accredited programs and services.



West Branch

1548 Chestnut Ave
Long Beach, CA 90813

Target Population	18 mo - 6 years
Classrooms	5
Licensed Capacity	95
# FT Program Staff	19
# FT Admin	6



East Branch

3965 Bellflower Blvd
Long Beach, CA 90808

Target Population	0 - 6 years
Classrooms	9
Licensed Capacity	186
# FT Program Staff	40
# FT Admin	--

LBDN serves approximately 300 children annually, ages six weeks to six years old. LBDN families reflect the diversity of Long Beach: 55% Latino/Hispanic, 16% African American, 14% Caucasian, 13% Asian Pacific Islander, 2% other/unknown. Many of our families (58%) qualify for the USDA Child Care Food Program, a standard family poverty indicator. Approximately 70% of our families qualify for financial assistance with the cost of their LBDN fees, either through state funding or our own Stepping Stones to Success Scholarships. We also accept full-fee families which contributes to a diversified funding model.

LBDN currently serves families at two sites in Long Beach. Our West Branch is located in the Washington neighborhood, full of promise as families and community activists emerge and work together to solve challenges and improve our neighborhood, it is also one of the most impoverished neighborhoods in the city, plagued with high poverty, crime, violence and gang activity. While our East Branch is located in a middle class neighborhood, many of the children attending the site receive subsidies to support access to early care and education. Both sites remain true to our mission and serve children of working parents in Greater Long Beach.

Strategic Planning Process

LBDN's strategic planning process took place from September 2021 – March 2022. The implementation of our plan officially begins on July 1, 2022. The planning process involved Technology of Participation® methods from the Institute of Cultural Affairs led by outside facilitators from Regenerate Group. Our Strategic Planning Committee (SPC) was comprised of twenty staff, board, and community members.

The overarching focus question to answer for the entire process was: "How can LBDN build an organizational culture and systems that support the needs of our staff and families as we expand and improve our services and facilities while remaining financially solvent over the next 3-5 years?"

We started with data collection, taking place from September through November, which involved an environmental scan with our Strategic Planning Committee (SPC), two staff listening sessions, and a parent survey. We conducted an Eco-Cycle analysis of trends, paradigms, and approaches and explored a current snapshot inside and outside the organization, bringing awareness to what is changing, shifting, and influencing our ways of operating and the need to adapt in order to maintain relevance. The analysis also gave us an opportunity to take inventory of the way the world is changing and impacting how we move forward, and the need to continuously pivot to serve the families in the community. In our staff listening sessions we explored four topics: Staff Wellness and Appreciation; Parent Engagement; Technology, Playground and Equipment; Anti-Racism and Social Justice. Our parent survey took place in October and November, and asked for insight and feedback for three questions: 1) In what areas do you wish LBDN would focus to improve our current services? 2) What needs do you have that LBDN could take into consideration as we plan for the future? 3) What opportunities might you find helpful to be more involved in your child's education?

A combined Board and SPC retreat took place on January 22, 2022 to review the data collected and have focused conversations considering how to mindfully move forward in the planning process. Our Practical Vision for the strategic plan was created at the retreat, solidifying what we want to accomplish in the next three to five years.

The SPC met on January 28, 2022 for an Underlying Contradictions workshop to examine the blocks that are keeping us from our vision. Once we identified the blocks to the Practical Vision, we created our Strategic Directions on February 11, 2022, brainstorming specific long-term and short-term actions that were both conservative and venturesome actions that address the blocks and move us towards our vision. Our Focused Implementation session took place on February 24, 2022 and set our first year accomplishments and success indicators based on Specific, Measurable, Action-oriented, Realistic, Time-bound, Inclusive and Equitable actions.

Strategic Plan Summary

The Strategic Planning Committee was comprised of twenty staff, board, & community members who actively participated through the use of ToP© Strategic Planning Facilitation Methods which are rooted in the values of inclusive participation & profound respect. These methods are also future-oriented, yielding practical & actionable results. The following is a summary of our goals.

Focus Question

How can LBDN build an organizational culture & systems that support the needs of our staff & families as we expand & improve our services & facilities while remaining financially solvent over the next 3-5 years?

Practical Vision

What we want to see in place in the next 3-5 years?

- A. Exemplary program for staff, families, & community
- B. Technological empowerment
- C. Enhanced advocacy & community connections
- D. Comprehensive team member support
- E. Creative, inspiring, safe spaces for all
- F. Diversity, Equity, Inclusion integrated into the culture of the organization
- G. Diverse, sustainable funding & resources

Underlying Contradictions

What blocks the realization of our practical vision?

- A. Outdated funding philosophy causes misalignment with LBDN goals
- B. Fear of change blocks growth & causes stress
- C. Being uncomfortable addressing Diversity, Equity, Inclusion, Belonging (DEIB) hinders us from moving forward
- D. Conflicting priorities dilute stakeholder effectiveness, expertise & engagement
- E. Inadequate technology & expertise prevent efficient operations
- F. Outdated equipment limits productivity by debilitating technology outcomes

Strategic Directions

What will deal with underlying contradictions & move us towards our vision?

- A. Creating internal systems of support
- B. Developing diversified external resources
- C. Actively embracing & nurturing Diversity, Equity, Inclusion & Belonging

First Year Goals

Creating Internal Systems of Support

This important strategic direction focuses on fostering an environment that supports workforce development and staff wellness. At the core of our model is a belief that early childhood professionals are educators deserving of community support and respect who must be adequately and equitably compensated for their contributions and positive impact on the development and welfare of our children and society. The staff at LBDN work tirelessly on behalf of our children and families; this goal focuses on strengthening the systems of support—from compensation to education to organizational culture—that advance staff wellness across multiple domains. Specifically in the first year of implementation, to more fully support our team, we will focus on:

- ▶ *Needed staff training*
- ▶ *Software & infrastructure upgrades*
- ▶ *Launching an internship program*

Developing Diversified External Resources

From its earliest days, LBDN has been distinguished for our high quality, nurturing, joyful early education program, which has supported the development of generations of Long Beach children. Our impact data points to our ability to prepare students for success in kindergarten and beyond. The continued growth and success of LBDN relies on having in place the right people, systems and resources; we must mobilize staff and board members, individuals, foundations, community members, and the public sector in support of high-quality early education for local children and their families. We must match our ambition with similarly ambitious fundraising efforts. We will identify new champions. We will seek out opportunities to partner to maximize local investments in early care and education. Specifically, in this first year of implementation we will be:

- ▶ *Analyzing partnerships and the true cost of care*
- ▶ *Celebrating our 110th anniversary*
- ▶ *Continuing our infant expansion efforts at the West Branch*

First Year Goals



Actively Embracing & Nurturing Diversity, Equity, Inclusion & Belonging

Our work in the early care and education field drives the change we hope to see in our community. In no time in our recent history has ECE been more critical. Not only are we aiding society in the recovery of Covid-19, but early care and education is a social justice initiative in and of itself. ECE providers are often the first experience parents have with the education sector. We lay the foundation for parent partnerships, as well as the children's education, social/emotional development, health, and anti-racism. We believe that systemic change is at the heart of true diversity and inclusion work and are looking to get to a place where you no longer need an initiative, where the culture of the organization supports a genuine and positive curiosity about difference, and authentic inclusion becomes a reflex for the organization. In the internal and external workings of this historic and iconic childcare institution to create real change and a cultural shift, everyone must be touched by the conversation. In this first year of implementation we will:

- ▶ *Activate a DEIB committee*
- ▶ *Create a program for safe conversations*
- ▶ *Provide training to integrate DEIB into our curriculum*



1548 Chestnut Avenue
Long Beach, CA 90813

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