For over forty years, Pathways LA has been a trusted pillar of support for the diverse communities living within our service area in the heart of Los Angeles County. Despite the numerous setbacks and challenges of the past few years, Pathways LA has continued - without interruption - to support thousands of children every month by placing them in high-quality, affordable child care.

In addition to supporting low-income families and essential workers with their child care needs, we train and support our child care providers to ensure that their businesses are stable and the care they provide is developmentally-appropriate; we host parenting courses and family-friendly activities for our families to promote resilient communities; and we advocate for policy changes at the local, state, and federal level to economically bolster the child care industry and make it more accessible for all.

Building off our recent successes - growing our Family Engagement programming, welcoming new leaders to the organization, enrolling more families into each of our subsidized child care programs - this Strategic Plan (2022 - 2025) will guide our decisions over the coming years with a particular focus on four fundamental areas: the children we care for; the families and communities we serve; the child care providers we partner with; and Pathways LA itself. With an eye towards growth, advancing equity, and disrupting the intergenerational cycles of poverty and trauma, we are eager to perform the work detailed within this plan to bring about a brighter future for all Angelenos.

Looking towards the future,

Tamika Farr
CEO of Pathways LA
90% of a child's brain develops by age 5.

Children who attend an early child care program are 70% less likely to be arrested for a violent crime by age 18.

Families enrolled in an early child care program tend to earn $2K more per month.

80% of families that Pathways LA serves are single-parent households.
Pathways LA works to strengthen low-income and vulnerable working families by promoting high-quality early care and education services, developing knowledgeable early care providers, and promoting economically resilient communities. We serve an ethnically and economically diverse area in Los Angeles representing more than twenty communities.

Our impact is substantial. In 2021, we enrolled over 4,000 children in subsidized child care working with over 1,100 different providers. Our Family Engagement programs offered parents and caregivers over 50 different events to attend from parenting workshops, play & learn sessions, to parent cafes. And our providers received workshops on trauma-informed care, professional development training, and individual coaching.

This Strategic Plan is designed to build on this foundation to achieve an even greater impact on the children and families in our community. Critical to achieving the vision set forth in this Plan is the recognition that Pathways LA’s strength arises from the efforts of its staff, its providers, its partners, and the diverse community that it serves.
I found Pathways LA through my case worker, she wasn’t sure if I would qualify but she told me to call and see what they could offer. . . .I did not have much time, I was going to lose my job in a matter of days if I did not find child care. The moment Liliana told me my son could start his day care the very next day, I was so overwhelmed with joy, I began to cry and immediately felt the heavy weight lifted off my shoulders. Pathways LA truly saved me and helped me keep my job.

- Pathways LA Parent
WHAT WE DO

1. Improving the Quality of Child Care
   We work with parents and providers to improve the school readiness and the social emotional skills of children in child care.

2. Expanding Access to Child Care Subsidies
   By working with the Los Angeles County Department of Public Social Services, we provide families with the financial assistance they need to send their children to convenient, high-quality child care.

3. Strengthening Families
   Through our Family Engagement efforts, we support families by providing referrals to meet basic needs, workshops to support their social emotional well-being, and opportunities to connect with other families.

4. Supporting Child Care Providers
   We work with our providers to ensure they have the training, coaching, and financial resources they need to provide services to children and their families.

5. Partnering with the Community
   We partner with a wide variety of organizations in our neighborhood to build unique solutions within our community, improve access to basic resources, and provide a collective voice in support of our families.

6. Creating an Inclusive Early Learning Environment
   Our West Hollywood Preschool provides an enriching environment where children of all developmental abilities learn and thrive.

7. Policymaking
   We advocate for state and local policies that strengthen families and work to improve access to quality child care and support.
Pathways LA’s Trauma-Informed Care trainings have been a blessing. Just in the first trainings I learned so much. I learned to have empathy, learned about triggers and the impacts of abuse and trauma. Thanks to the TIC trainings I was able to understand and help a family cope, empower and get the care and services they needed.

- Pathways LA Child Care Provider
Our Mission
Pathways LA strengthens low-income and vulnerable working families, promotes high quality early care and education services for children of all abilities, develops knowledgeable early care providers, and promotes economically resilient communities.

Our Vision
Children and families break through the cycle of poverty and thrive through equitable access to quality early care and education.
FOCUS AREA 1: CHILDREN
Promote child well-being through access to and advocacy for high-quality child care for all families in SPA 4.

FOCUS AREA 2: FAMILIES & THE COMMUNITY
Foster the strengthening and resilience of families and communities through supporting parents with basic needs and parent education.

FOCUS AREA 3: CHILD CARE PROVIDERS
Assist providers in providing high quality child care.

FOCUS AREA 4: PATHWAYS LA
Demonstrate strong organizational capacity and sustainability.
**Objective: Children and their families who fully represent SPA 4 can access and stay enrolled in quality child care**

- Reimbursement through subsidies will reach at least 95% of contracted amount for all standard capped contracts.
- Number of Stage 1 participants will grow by an average of 10% each year.
- Baseline data established in FY1 for percentage of children retained more than 3, 6, and 12 months in child care placement.
- Baseline data established in FY1 for # of essential worker families enrolled in child care; % of children moved from waiting list; # of walk-in’s vs. number of transfers.

**Objective: School readiness of children in subsidized child care programs through Pathways LA is improved**

- Increase Pathways LA workshops and events to parents that includes at least one ECE learning foundations criteria by 10% each year.
- Increase # of trainings that include at least one ECE learning foundations criteria by 5% each year.
- Baseline data established in FY1 for % of families who report satisfaction with how Pathways LA supports the school readiness of their children.

**Objective: Social emotional competency of children in child care subsidized through Pathways LA is improved**

- Baseline data established in FY1 for % or # of trainings for providers related to social emotional skills of children; increase by 5% each year.
- Baseline data established in FY1 for % of providers who receive training in Trauma Informed Care.

**Objective: West Hollywood Preschool is established as a center for learning and excellence in early childhood education**

- Evaluation of the viability of opening an additional preschool.

**Objective: Pathways LA’s visibility around advocacy is increased**

- Number of contacts with key policymakers, political leaders, unions, and community-based organizations to advocate for issues related to early care and education will increase by 10% each fiscal year.
- Lead author for/signatory of at least two bills, motions, letters and/or white papers for each fiscal year.
Focus Area 2: Families & The Community
Foster the strengthening and resilience of families and communities through supporting parents with basic needs and parent education

**Objective: Family needs are identified and families are connected with resources**

- Implement a uniform Needs Assessment process for families enrolled in Pathways LA (engagement activities, child care, events).
- Baseline data established in FY1 for percentage of parents/caregivers who are connected to a resource for an identified need; target subsequent growth to grow by 10% each fiscal year.
- Increase by 1-2 each fiscal year, the # of formal MOUs with quality partners who can provide support for the most prevalent identified basic needs to Pathways LA clients.

**Objective: Families experience a growth of Protective Factors as identified by the Strengthening Families Framework**

- Number of parents/caregivers who attend Parent Support series increased by 20% each fiscal year or to the maximum preferred # of attendees.
- Baseline data established for % of parents/caregivers who report improving in at least one Protective Factor area upon completing a Parent Support series within FY1.
- Baseline data established for % of families who report increased stability due to Pathways LA support within FY1.

**Objective: Parents/Caregivers have a better understanding of the development and health of their children**

- Baseline data established for # of children who receive ASQ screening (completed by parents); funding for pilot secured in FY2.
- Number or percentage of parents/caregivers who have received support (training, materials, etc.) for their child’s development/health will increase by 15% each FY, or to 95% of all parents served through subsidy contracts.
Focus Area 3: Child Care Providers
Assist Providers in Providing High-Quality Child Care

**Objective: School readiness of children in child care subsidized through Pathways LA is improved**

- Percentage of trainings offered for providers that promote the ECE learning foundations criteria increases by 10% each FY.
- Funding to launch a pilot to track and increase # of children who receive ASQ screening for developmental milestones secured within FY2.
- Baseline data established for percentage or # of trainings for providers related to social emotional skills of children within FY1; increase by 10% each FY to maximum contract.
- Baseline data established for percentage of providers who receive training in Trauma Informed Care by 15% each fiscal year.

**Objective: Providers become more financially stable**

- Number of business development related trainings offered to providers from Pathways LA will increase by 10% each FY.
- Percentage of outreach for providers directing them to sustainable business practices will grow by 5% each quarter.
- Number of trainings offered for providers that support serving children ages 0-3 years will grow by 50% by end of FY3.
- Percentage of providers who are licensed will grow by 5% each fiscal year.
- Baseline data established in FY1 for % of providers who become union members.

**Objective: Providers’ needs are Identified**

- Implement a Needs Assessment process for providers and create corresponding database by end of FY2.
- Number of providers screened with a needs assessment to be at 100% by end of FY2.
- Baseline data established for % of providers who report that the support received from Pathways LA is relevant to their needs.
Focus Area 4: Pathways LA
Demonstrate Strong Organizational Capacity and Sustainability

**Objective: Pathways LA maintains a strong financial position**

- Fundraising dollars will increase 10% each fiscal year.
- Increase Pathways LA capacity to perform financial, operational, and demographic forecasting capabilities.

**Objective: Board engagement is increased**

- 100% of Board members achieve their give/get requirements.
- Provide a minimum of 4 board engagement opportunities each fiscal year.
- Support Board members’ ability to make strategic connections on behalf of the organization.

**Objective: Pathways LA is committed to diversity, equity, inclusion, and justice**

- Annual report on progress toward diversity, equity, inclusion, and justice.
- Demographic analysis of families and providers within SPA 4 will be tracked and utilized to ensure that programming and outreach help build towards a clientele that is fully reflective of SPA 4 by end of FY1.

**Objective: Pathways LA maintains a high-quality staff**

- Percentage of staff who have been with Pathways LA for 5 years or more increases.
- Staff recognition awards for each department.
- Quarterly staff development opportunities.
- Diversified staffing to reflect the SPA 4 demographics.

**Objective: Programmatic impact is demonstrated**

- Annual summary of impact by program area.
Bright Futures
Start Here